

In The Matter Of:
*BEFORE THE ARKANSAS DEPARTMENT OF EDUCATION
STATE BOARD OF EDUCATION*

May 11, 2017

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

Original File BOE - 5-11-17.prn

Min-U-Script® with Word Index

BEFORE THE ARKANSAS DEPARTMENT OF EDUCATION
STATE BOARD OF EDUCATION

~~~~~

May 11, 2017  
10:00 A.M.

A P P E A R A N C E S

BOARD OF EDUCATION:

|                         |                                           |
|-------------------------|-------------------------------------------|
| Mr. Johnny Key          | Commissioner/Non-Voting                   |
| Ms. Mireya Reith        | Chairman                                  |
| Dr. Jay Barth           | Vice Chairman                             |
| Ms. Diane Zook          | Board Member                              |
| Mr. Joe Black           | Board Member                              |
| Ms. Susan Chambers      | Board Member                              |
| Ms. Charisse Dean       | Board Member                              |
| Mr. R. Brett Williamson | Board Member                              |
| Ms. Ouida Newton        | Board Member                              |
| Dr. Fitzgerald Hill     | Board Member                              |
| Ms. Meghan Ables        | Teacher of the Year/<br>Non-Voting Member |

ADE LEGAL COUNSEL:

|                         |                            |
|-------------------------|----------------------------|
| Ms. Lori Freno          | ADE General Counsel        |
| Ms. Courtney Salas-Ford | ADE Deputy General Counsel |
| Ms. Jennifer Davis      | ADE Staff Attorney         |

LOCATION: ADE Auditorium  
#4 Capitol Mall  
Little Rock, AR

I N D E X

|                                                          | Page |
|----------------------------------------------------------|------|
| A-1: ABC 16-17 Funding/Classrooms . . . . .              | 4    |
| A-2: Addtl. Funding - Paris School District . . . . .    | 4    |
| A-3: ABC 17-18 Prof. Service Contracts . . . . .         | 4    |
| A-4: Enhancement Grants . . . . .                        | 4    |
| A-5: Clinton Irving Clay - Settlement Proposal . . . . . | 29   |
| A-6: Clinton Irving Clay - PLSB Hearing . . . . .        | 45   |
| A-7: Waiver Request - Carol McCollum . . . . .           | 26   |
| A-8: License Revocation - William Hardiman . . . . .     | 92   |
| A-9: License Revocation - Lester D. Curry . . . . .      | 94   |
| A-10: License Revocation - James Arender . . . . .       | 96   |
| A-11: License Suspension - Melissa Adamson . . . . .     | 97   |
| A-12: License Suspension - Evelyn James . . . . .        | 98   |
| A-13: License Suspension - Yvette Green . . . . .        | 99   |
| A-14: Report on School District Waivers . . . . .        | 100  |
| B-1: Waivers - Cedar Ridge School District . . . . .     | 105  |
| B-2: Waivers - Greenwood School District . . . . .       | 145  |
| B-3: Waivers - Marvell-Elaine School District . . . . .  | 149  |
| B-4: Waivers - Mt. Home School District . . . . .        | 171  |
| B-5: Waivers - NLR School District . . . . .             | 199  |
| B-6: Amendments - Cross County High School . . . . .     | 228  |

(cont.)

B-7: Amendments - Farmington Career Academies . . . . 229

B-8: Amendments - Arkansas Arts Academy . . . . . 230

B-9: Covenant Keepers Charter School . . . . . 231

B-10: Rockbridge Montessori Charter School . . . . . 261

B-11: ADE Rules - Education Service Cooperatives . . . 263

B-12: Nominations for BOE Chair and Vice-Chair . . . . 265

Court Reporter's Certificate . . . . . 271

E X H I B I T S

A-7: WAIVER REQUEST - CAROL McCOLLUM

EXHIBIT ONE (1)  
Summary

A-8: REVOCATION REQUEST - WILLIAM HARDIMAN

EXHIBIT ONE (1)  
Summary

A-9: REVOCATION REQUEST - LESTER CURRY

EXHIBIT ONE (1)  
Summary

A-10: REVOCATION REQUEST - JAMES ARENDER

EXHIBIT ONE (1)  
Summary

1 P R O C E E D I N G S

2 A-1: CONSIDERATION OF ARKANSAS BETTER CHANCE 2016-2017 FUNDING  
3 INCREASE FOR CLASSROOMS

4 A-2: CONSIDERATION OF ADDITIONAL FUNDING FOR PARIS SCHOOL  
5 DISTRICT

6 A-3: CONSIDERATION OF ARKANSAS BETTER CHANCE 2017-2018  
7 PROFESSIONAL SERVICE CONTRACTS

8 A-4: CONSIDERATION OF ENHANCEMENT GRANTS

9 CHAIRPERSON REITH: Moving on to our action  
10 agenda this morning, Action Agenda A-1, Consideration  
11 of the Arkansas Better Chance 2016-2017 Funding  
12 Increase for Classrooms. Ms. McKinney, you are  
13 recognized.

14 MS. WILLIAMS: As most of you know, I am not Ms.  
15 McKinney.

16 CHAIRPERSON REITH: Yes.

17 MS. WILLIAMS: So I'm Tonya Williams; I'm the  
18 director at the Division of Childcare and Early  
19 Childhood Education. Mary Kaye is representing us in  
20 Chicago at a meeting with an initiative that Arkansas  
21 was one of four states chosen to participate in, so I  
22 wish her well there. I know she's representing  
23 Arkansas well, and the initiative is really about  
24 doing everything we can to support and improve and  
25 encourage quality in our current pre-K program. So I

1 know she's having a very wonderful learning  
2 opportunity.

3 I also want to thank the Commissioner and Board  
4 Members for your continued support of early childhood  
5 education. I know that I'm not here generally, Mary  
6 Kaye is, but I can assure you that every time she  
7 returns to the office there's a report about how  
8 things went and the very thoughtful questions that  
9 board members ask regarding early childhood.

10 We have a very unique relationship and  
11 partnership that many do not understand. And just  
12 because something has been done a certain way doesn't  
13 necessarily mean that it should always be done a  
14 certain way. But I want to thank Commissioner Key  
15 for his continued efforts on our partnership and I  
16 can tell you that we are coveted nationally for many  
17 things that we take for granted because people don't  
18 know about them. But when I go to national meetings  
19 many state representatives that are in the similar  
20 role to myself are meeting each other, in early  
21 childhood from K-12, for the very first time, and  
22 folks don't understand the incredible richness of  
23 what we're doing here. Because what it allows me to  
24 do is to think about all children birth to 5 in  
25 Arkansas and try to make improvements for all

1 children, not just the very small number that are in  
2 pre-K. So I just wanted to acknowledge you all for  
3 that.

4 I also want to make you aware of two things  
5 before I get into the items; I know you've had a big  
6 morning. I wanted to let you know -- I know there's  
7 been a lot of talk about the longitudinal study, and  
8 I thank again Commissioner Key and the Governor's  
9 office and many folks who worked prior to the session  
10 and during the session to reconnect that dot.  
11 Because of some changes in how student data was being  
12 looked at we did have about a three-year gap. I can  
13 show you right here that we have a report already and  
14 I will be sending it as soon as I return to the  
15 office so that you'll have a chance to see it prior  
16 to the next meeting and be able to digest it and  
17 maybe have some really thoughtful questions about it.  
18 What I would point out to you is that students in  
19 Arkansas who get Arkansas Better Chance has not  
20 changed in the 13 years that I have been in this  
21 position. Children who get pre-K, compared to their  
22 peers who do not, score better, more proficient on  
23 every exam. There have been some changes in  
24 assessments and you'll start to see some interesting  
25 data about that. I think it can really inform our

1 work across P-12 around assessments and what that  
2 does to children when they're having to learn a new  
3 assessment system and we do see a little hiccup  
4 there. But it's for all students; I'd say it's  
5 across the board. But children in pre-K by 5th grade  
6 are right back on track.

7 I think an even bigger part of the work of the  
8 Arkansas Research Center is return on investment  
9 analysis. And for every dollar we invest in pre-K by  
10 the time students are in 5th grade there is a \$3.58  
11 return on investment. There are not very many things  
12 that you can give \$1.00 for and get almost a \$4.00 --  
13 or \$3.50 return on. So I wanted you all to know that  
14 as State Board members, because I think that's very  
15 important to the work.

16 And then lastly, before I start with the action  
17 items, is Arkansas has been awarded for the very  
18 first time a \$3.8 million Early Head Start Childcare  
19 Partnership grant. Head Start is generally funded  
20 federal to local. This was the first attempt at  
21 something very new in our state and it's very  
22 specific to babies because many families work and  
23 many low-income families need high quality early care  
24 in education for the youngest citizens. It will only  
25 serve about 168 students, but we'll be working with

1 high-priority need communities, many of which you  
2 have seen in here and have to take action regarding,  
3 but to connect those resources into those communities  
4 to help lay the foundation for high quality  
5 programming at the local level. So I wanted you all  
6 to be aware of that and I'm just going to jump right  
7 into the action items.

8 This is -- everything that's on here is about  
9 what balance remains in the pre-K funds. Every year,  
10 because we have programs that have a child who may  
11 leave during the course of a month, we pay them based  
12 on their enrollment and so there's generally a little  
13 bit of money left. Some years there's been a little  
14 more than others. This year there's a little over  
15 \$1,000,000 remaining at the end of the year, and so  
16 we have attempted to do a couple of things. The  
17 first item is about giving programs that are going to  
18 be expanding classrooms next year. Some of that is  
19 with some other federal childcare dollars that we  
20 have, some of it may be returned pre-K slots that  
21 they wrote for, but it's to give them a little bit of  
22 money to help purchase supplies for those classrooms.  
23 So that's action item 1.

24 And I'll give you time, unless you want me to  
25 present everything.

1 CHAIRPERSON REITH: Oh, I leave it to your  
2 discretion, Ms. Williams. Would you prefer --

3 MS. WILLIAMS: Let me just do it --

4 CHAIRPERSON REITH: -- just the  
5 interconnectivity?

6 MS. WILLIAMS: Let me just do it all.

7 CHAIRPERSON REITH: Yeah. And then we'll just  
8 take every item at a time. That sounds great.

9 MS. WILLIAMS: And if folks have questions,  
10 Madam Chair, please feel free to stop me.

11 The second item, we have worked with -- and this  
12 is another wonderful advantage of our partnership.  
13 There's a wonderful video that I saw that FORWARD  
14 Arkansas has put out about what is happening to  
15 children in foster care with regard to prison. If  
16 you haven't seen that, I encourage you. But we have  
17 made a very concentrated effort because of what we  
18 know about brain development in children who are  
19 exposed to very toxic situations to work with our  
20 sister division, Child and Family Services, to insure  
21 that children who are 3- and 4-year olds will get  
22 access to high-quality pre-K Arkansas Better Chance.  
23 So Paris School District has served a child and so  
24 there's an item asking for some additional funds that  
25 -- it's \$6,318 -- just to pay for that foster care

1 child that they served, beyond what had already been  
2 approved.

3 And then there are the professional service  
4 contracts. These are efforts to do things like  
5 content area; so literacy, early learning standards  
6 training, math and science, social/emotional  
7 supports. It is supports for the teacher assistance  
8 in classrooms, but those are professional service  
9 contracts and those are with generally universities;  
10 you'll see University of Arkansas, Arkansas State  
11 University, Dawson Co-op -- those are generally  
12 family engagement strategies that we're working on.  
13 But those professional service contracts are next.

14 And then you will see a couple of new things  
15 that we haven't done before with what -- the  
16 remaining balance after those. We have had a  
17 partnership with Americorp in south Arkansas over the  
18 past several years. They have actually given us some  
19 data, and I'll be happy to forward that so that you  
20 all can see it, for I think about eight school  
21 districts that they work with that show some real  
22 improvement around literacy and math scores. But to  
23 support that effort we're asking for consideration of  
24 that. We also have a new one that I'm very excited  
25 about; it was a little bit of a last-minute, but to

1 support the R.I.S.E. initiative, the reading  
2 initiative at the Department of Ed., as well as the  
3 Dolly Parton Imagination Library work. We've asked  
4 to send \$275,000 over to the state Dolly Parton  
5 Imagination Library work so that children will get  
6 books under the age of 5.

7 So I think that is everything that we have.  
8 Everything else is given to the programs. We just  
9 took the remaining balance, divided it by their  
10 enrollment and gave -- it came out to about \$30 per  
11 child. This would allow them -- they could buy books  
12 for summer to extend learning activities as children  
13 go home for the summer; they could do some  
14 enhancements. It's not a lot of money but it is the  
15 remaining balance of the Arkansas Better Chance  
16 funds.

17 So with that, I'll stop and entertainment any  
18 questions.

19 CHAIRPERSON REITH: Thank you so much, Ms.  
20 Williams. It's a pleasure to make your acquaintance  
21 and we really appreciate your presentation and all  
22 the information you've provided.

23 And for my colleagues and for those following us  
24 on live-stream, she just presented on Action Agenda  
25 Items A-1 through A-4.

1           So with that, we'll entertain questions and then  
2 beyond questions we'll entertain motions in regards  
3 to each action agenda item. But any questions to  
4 begin with?

5           Yes, Ms. Newton.

6           MS. NEWTON: I had a question about the action  
7 item 2, the foster child. I know when that happens  
8 lots of times it's midyear, you know, and it's  
9 unexpected. And if it's like in my area the programs  
10 fill up, I mean, they're at capacity. What do you do  
11 when you have that foster child coming in the middle  
12 of the year and your program is at capacity?

13           MS. WILLIAMS: So we've used a lot of data  
14 analysis and this particular program they had 20  
15 children in a classroom and we allowed them to go  
16 over one child. If a child leaves they don't  
17 backfill, but in this case I think they went over  
18 that 20 that we currently hold. You know, these  
19 programs can only have generally 20 children in a  
20 classroom with a teacher and a teacher assistant. I  
21 think Paris, we gave them permission; they have a  
22 very high-quality program at the district and we were  
23 able to support them for that. So we don't see that  
24 happen every time, but that is a challenge sometimes  
25 is that these classrooms are full. Part of it is

1 we're trying to do more this year on the front-end as  
2 we do enrollment and recruitment. We started this  
3 work right at the beginning of the school year so  
4 those classrooms did fill up last year. But as you  
5 go forward I think you'll start to see -- we have  
6 about 200 children in foster care that we're serving.  
7 I think you'll see a little bit more of that as we go  
8 forward. But that's what happened this year.

9 MS. NEWTON: So you're willing to be flexible  
10 with numbers if it's --

11 MS. WILLIAMS: Absolutely.

12 MS. NEWTON: -- best for the child?

13 MS. WILLIAMS: Absolutely.

14 MS. NEWTON: Thank you.

15 CHAIRPERSON REITH: Yes, Dr. Barth.

16 DR. BARTH: Just a note of thanks on the  
17 longitudinal study. And I know a lot of people  
18 worked on that and it's been a challenge, but I want  
19 to thank you in particular for your work on that. I  
20 know that we all have I think been frustrated by the  
21 absence of good data in this -- yes, I know;  
22 everybody has who's worked on this issue. I think we  
23 -- it's one of those things we thought we knew what  
24 was happening based on what's -- all the good  
25 national data, but it's really important to have

1 Arkansas data. And so this is -- I look forward to  
2 seeing it and thank you for your work on that.

3 MS. WILLIAMS: Thank you.

4 CHAIRPERSON REITH: Thank you.

5 Any additional questions?

6 Yes, Ms. Zook.

7 MS. ZOOK: I guess Mary Kaye braced you for me  
8 because I always have lots of questions. First  
9 question is: did you find a head-hunter for your  
10 husband so he's not hanging out?

11 Her husband is the superintendent of  
12 Russellville School District and, unfortunately, he's  
13 leaving -- but fortunately for Mr. Gotcher; he has a  
14 new job.

15 On item number one, are these added seats?

16 MS. WILLIAMS: They are not. They are exactly  
17 the same number that we had last year, but they are  
18 new classrooms for these programs. Some of them are  
19 through some federal dollars that we have, Ms. Zook,  
20 but some of them are reallocated ABC slots. As most  
21 of you know, we haven't received funding to expand  
22 the program in about nine years, so these are just  
23 reallocated slots. It could be a new classroom for  
24 that particular district.

25 MS. ZOOK: So the \$3,000,000 additional dollars

1 will not go to add seats?

2 MS. WILLIAMS: That is correct. The Governor  
3 has made that very clear he wants to support quality  
4 and the existing program.

5 MS. ZOOK: Okay. And I think Ms. Newton asked  
6 my Paris question. Are -- like on the action item 3,  
7 are these contracts bid out?

8 MS. WILLIAMS: They are. We follow the state  
9 procurement process. Most of ours are through seven  
10 years. That's generally the practice. And these  
11 will end this coming year and so we will be re-  
12 computing those out. But you can stop renewal at any  
13 point if you have an unsuccessful, you know,  
14 experience with a contractor, with good cause.

15 MS. ZOOK: Okay. And the environmental rating  
16 scale, how often is that done?

17 MS. WILLIAMS: In Arkansas Better Chance  
18 programs, we do every three years and we usually  
19 focus on new classrooms. You know, those are kind of  
20 -- we give them an opportunity to learn before we go  
21 in, but every three years is what we're doing with  
22 ABC programs.

23 MS. ZOOK: And for those pre-K programs that are  
24 connected with the school districts, have they  
25 considered using DIBELS since that's what's used in

1 the K-3 now as opposed to the assessments that you  
2 are using?

3 MS. WILLIAMS: So I -- you know, that's a very  
4 good question. I haven't had anybody request that.  
5 We certainly could look at that. We've tried to keep  
6 -- because the law that created Arkansas Better  
7 Chance is very specific that we have to have one  
8 assessment for all children, you know, it would  
9 probably have to take a law change to make that. But  
10 it certainly doesn't preclude them from doing DIBELS  
11 if they wanted to with children in their program.  
12 But the current assessment is a holistic assessment;  
13 it includes language, math, you know, it looks at  
14 everything, but it allows us to look across the state  
15 and see all children that are participating in  
16 Arkansas Better Chance. So there's some advantages  
17 to that, but it certainly -- that's a good question  
18 and we certainly could talk to folks who are  
19 interested in that.

20 MS. ZOOK: Is it a state or federal law?

21 MS. WILLIAMS: It's the state.

22 MS. ZOOK: Okay.

23 MS. WILLIAMS: It's the Arkansas Better Chance  
24 law.

25 MS. ZOOK: Okay. And, finally -- or I think --

1 no, not finally -- almost finally -- the \$2,000,000  
2 for professional development seems like a lot of  
3 money, and help me realize why it's not.

4 MS. WILLIAMS: So if you think about the  
5 \$111,000,000, you know, in that context --

6 MS. ZOOK: Right.

7 MS. WILLIAMS: -- that's a pretty small amount.  
8 I don't know; I haven't looked at the Department of  
9 Ed's, but we try to run things fairly parallel to how  
10 the Department -- the teachers need training. I  
11 mean, you can't -- we have teachers who are coming in  
12 that are new sometimes; we have teachers who are  
13 seasoned and experienced, but sometimes teachers in  
14 schools are moving from K-6 down to pre-K and they  
15 may not understand sometimes early childhood  
16 development. So we -- you know -- early learning  
17 standards, we haven't had a revision; I think Mary  
18 Kaye presented that. So that's a big part of our  
19 training this coming year is making sure everybody  
20 understands the standards revision and what those  
21 are. But, you know, we certainly can take a look at  
22 that. I will say, over time, you know, there are  
23 things that you will shift in priority. So, you  
24 know, we may have a big focus on literacy, and while  
25 it may be focused with R.I.S.E. -- I mean, certainly,

1 looking at R.I.S.E., but over time you may go, "Well,  
2 all the teachers are trained on that, but what are  
3 other areas?" You know, we look at this data, as Dr.  
4 Barth said. I mean, this data absence can create a  
5 problem because we have to be able to see what's  
6 going on out there in the field. The environmental  
7 rating scale gives us some of that data, but the  
8 assessment or the longitudinal study also gives us  
9 that, and we can go, "Oh, there's something happening  
10 in math." I mean, we know math in general with early  
11 grade teachers, but in pre-K it's the same way. So  
12 we've got to make sure that we shore that up. So,  
13 you know, we certainly can look at the amounts but I  
14 would say -- I would make, you know, a case that  
15 teachers and teacher assistants need training. But  
16 we just have to look at what are we training them on  
17 and why are we training them on that; just for  
18 training sake or is there data? And we've tried to  
19 use data to inform "here's what we need to be focused  
20 on."

21 MS. ZOOK: Okay. So --

22 MS. WILLIAMS: That's a good question.

23 MS. ZOOK: -- I totally agree on the need for  
24 professional development. I don't question that at  
25 all. So this could be five or six or eight sessions

1 per teacher or -- so, it's over the whole thing?

2 MS. WILLIAMS: Absolutely. It's over the course  
3 of a whole year and it's a lot of teachers. And it  
4 could be that you need some intensity. We work -- as  
5 many of you have seen, in certain schools we do a lot  
6 of work; some of the effort is with a handful of  
7 programs that need a lot of intensive work.

8 Sometimes there are changes in leadership or  
9 staffing; they may need more than a school that's  
10 operating at a very high level or a program that's  
11 operating at a very high level of quality.

12 MS. ZOOK: Okay. And the question that I get  
13 asked a lot, and I encourage your department and ADE  
14 to work together to at some point give us a  
15 hypothesis, if nothing else, is: more than 50% of the  
16 4-year olds are in a pre-K program. I think it's  
17 closer to 60%, maybe a little more than that. And  
18 then the other kids are assuming they don't need it  
19 or different classes of family, different  
20 socioeconomic group. And we hear the financial  
21 gains, but we also hear that this increases the odds  
22 that they will be on grade level by age 3 -- I mean,  
23 3rd grade; sorry. But we have the 35% or 40% that  
24 aren't in pre-K and we have the 60% that are, but  
25 then at the end of 3rd grade the kids are tested and

1 less than 35% are on grade level. So I applaud the  
2 Governor for wanting us to work and find out where is  
3 the disconnect. If we're working with them, if we're  
4 aligned with K-5, something is amiss, and I'm not  
5 always sure it's the kids. So I would just encourage  
6 all of you -- I know you are more concerned about  
7 that than I. But it is a concern, and I get asked  
8 that a lot by laypeople and/or parents who are  
9 saying, "Well, is there any point in pre-K because"  
10 -- you know, and blah-blah-blah. And fortunately  
11 there are big percentage of citizens, families that  
12 are concerned and do follow this. So at some point  
13 before I leave the Board I hope that we can find out  
14 why that we are not on grade level. I personally  
15 think that we should be putting them on grade level  
16 by the end of 4th grade, as opposed to 3rd, because  
17 of the developmental differences between male and  
18 female and poverty and non-poverty. But, you know,  
19 everybody wants to think about 3rd grade. So I would  
20 just encourage you to -- if y'all haven't already, to  
21 brainstorm about that in your department, work with  
22 ADE, see if the, quote, "test numbers" are in fact  
23 real, and help us with that. Because, you know, we  
24 all want to get behind programs and quality programs  
25 that work. But we don't have answers for that

1 particular question.

2 MS. WILLIAMS: So that's a very fair question.  
3 I think it's certainly doable. I know the  
4 Commissioner is nodding his head and we'll certainly  
5 look at it. I will tell you anecdotally that because  
6 only 60% have access there's about 30% or 40% that do  
7 not. And we look at the data on children that we  
8 serve in another federal program and their test  
9 scores do not look the same. And I would venture to  
10 say that when children do not get access, especially  
11 low-income children, they're going to continue to  
12 drive those test scores. We're still going to see  
13 that gap, but it's not necessarily the pre-K and Head  
14 Start children for that matter. Both of those  
15 programs seem to be getting good outcomes when you  
16 look at them and track them out through 3rd, 4th, 5th  
17 grade. But there is a population of kids that aren't  
18 accessing sometimes anything. I talk to  
19 superintendents and they have kids that are coming  
20 that aren't even getting, you know, what I would call  
21 just childcare in the community. They haven't been  
22 anywhere and that is very concerning, you know, and  
23 it's made us start looking at family engagement in a  
24 different way; how can we help either with home  
25 visiting or just help families know "here are the

1 expectations." So we have a whole team back in my  
2 office that's doing nothing but going around the  
3 state working with families, but really focusing on  
4 school-readiness, kindergarten-readiness type things.  
5 I mean, being very strategic, not just we're going to  
6 help families but very, very specifically -- and we  
7 could certainly add some of the work with R.I.S.E.  
8 and Imagination Library to get books into the hands  
9 -- but to help these families understand that, you  
10 know, everybody has a choice about what -- you know,  
11 whether or not you're going to send your child  
12 somewhere. But they all have to -- we all want them  
13 to be ready. We all want them to have the skill-set  
14 so that when they come to school that they are  
15 prepared.

16 So that's a very fair question. We certainly  
17 can do some work. I think we haven't really dug into  
18 that deeply, but I have anecdotally because, yes,  
19 that's the kind of stuff that keeps me awake at  
20 night.

21 MS. ZOOK: Thank you.

22 CHAIRPERSON REITH: Thank you, Ms. Williams.

23 Yes.

24 MS. ABLES: I'm looking at these numbers on PD,  
25 and that's a lot, which is good if it's quality PD.

1           So I'm just wondering how you evaluate the success of  
2           the PD or what kind of data you're using and are you  
3           surveying the teachers, or how do you know that  
4           you're getting the best bang for your buck?

5           MS. WILLIAMS: Now that's a great question. So  
6           there are some tools that we use. The environmental  
7           rating scale is one, because it has specific  
8           categories and you can look at some things around  
9           teacher effectiveness. There are some other tools  
10          that are being used. We do surveys obviously at  
11          every training. We require that the professional  
12          service contractor has a tool so that folks can  
13          provide that back in anonymously even. And so we  
14          take all of that, but it's a lot of data analysis  
15          that goes into that. And we do find sometimes that,  
16          you know, either a particular trainer or a particular  
17          training may not be giving us, you know, the best  
18          expectation or the best bang for our buck, so we do  
19          modify. And sometimes even if it's the same  
20          contractor we'll be modifying the focus of what  
21          they're doing based on that data.

22          CHAIRPERSON REITH: Thank you so much.

23          So with that, I don't know if there are any  
24          additional questions from my colleagues. Otherwise,  
25          I would entertain a motion, and we'll take each

1 action agenda item separately.

2 So is there a motion regards to Action Agenda  
3 Item A-1, which again is the funding increase for the  
4 classrooms?

5 MS. NEWTON: Move to approve.

6 MS. DEAN: Second.

7 CHAIRPERSON REITH: Okay. Motion made by Ms.  
8 Newton, seconded by Ms. Dean.

9 All in favor?

10 (UNANIMOUS CHORUS OF AYES)

11 CHAIRPERSON REITH: Any opposed?

12 Motion carries unanimously.

13 Moving on to Action Agenda Item A-2, and this is  
14 in regards to the Paris School District.

15 DR. BARTH: Move approval for additional funding  
16 for ABC programs at the Paris School District.

17 MS. CHAMBERS: Second.

18 CHAIRPERSON REITH: Motion made by Dr. Barth,  
19 seconded by -- I heard Ms. Chambers first, so  
20 seconded by Ms. Chambers.

21 All in favor?

22 (UNANIMOUS CHORUS OF AYES)

23 CHAIRPERSON REITH: Any opposed?

24 Motion carries unanimously.

25 Moving on to Action Agenda Item A-3, and this is

1 in regards to the professional service contracts.

2 I'll entertain a motion.

3 MS. DEAN: Move to approve the ABC Chance [sic]  
4 professional service contracts.

5 CHAIRPERSON REITH: Do I have a second?

6 MS. CHAMBERS: Second.

7 CHAIRPERSON REITH: Okay. Motion made by Ms.  
8 Dean, seconded by Ms. Chambers.

9 All in favor?

10 (UNANIMOUS CHORUS OF AYES)

11 CHAIRPERSON REITH: Any opposed?

12 Motion carries unanimously.

13 And then, finally, Action Agenda Item A-4; this  
14 is the enhancement grants. I'll entertain a motion.

15 DR. BARTH: Move approval of the 2017-18  
16 professional -- oh, excuse me, wrong one -- the  
17 enhancement grants, I apologize -- 16-17 enhancement  
18 grants.

19 DR. HILL: Second.

20 CHAIRPERSON REITH: Okay. Motion made by Dr.  
21 Barth, seconded by Dr. Hill.

22 All in favor?

23 (UNANIMOUS CHORUS OF AYES)

24 CHAIRPERSON REITH: Any opposed?

25 Once again, motion carries unanimously.

1 Thank you so much, Ms. Williams.

2 MS. WILLIAMS: Thank you. I will be sending you  
3 the longitudinal study when I get back to the office,  
4 I'll send it to Deb Coffman, and we'll get it out to  
5 you before the next meeting. Thank you.

6 CHAIRPERSON REITH: Very much appreciated.  
7 Thank you, Ms. Williams.

8 And with that, we will take a 10-minute break  
9 and return at 10-to-12:00. Thank you.

10 (BREAK: 11:40 - 11:52 A.M.)

11 CHAIRPERSON REITH: If we could kindly  
12 reconvene, I know we have a long agenda today and we  
13 do have some teachers that need to get back to some  
14 classrooms.

15 A-7: CONSIDERATION OF WAIVER REQUEST FOR TEACHING LICENSE -  
16 CAROL McCOLLUM (ISENHOWER)

17 CHAIRPERSON REITH: So with that, just to let  
18 everyone know this is being done in consultation with  
19 the Department, but we're going to take the next  
20 agenda items out of order just slightly, and we're  
21 going to consider Action Agenda Item A-7 next, which  
22 is the Consideration of Waiver Request for Teaching  
23 License for Ms. Carol McCollum. And with that, Ms.  
24 Harris-Ritter, you are recognized.

25 MS. HARRIS-RITTER: Thank you so much. Yes,

1 this is a consideration of a waiver request for a  
2 teaching license for Ms. McCollum. The Department  
3 recommendation is that you grant the waiver. I've  
4 given you a handout of documents that Ms. McCollum  
5 provided through her attorney. And at this time I'd  
6 like to introduce Clayton Blackstock, her attorney,  
7 to answer any questions and let you know a little bit  
8 more information about this situation. Thank you.

9 MR. BLACKSTOCK: Thank you.

10 CHAIRPERSON REITH: Yes.

11 MR. BLACKSTOCK: Good morning. Clayton  
12 Blackstock, on behalf of Carol McCollum, who's here,  
13 a teacher from Fort Smith, Arkansas. You've dealt  
14 with a number of these before. Way back in 1999, she  
15 left her child who had the chicken pox in her car  
16 seat while she went in to get the medicine for her  
17 child. And a police officer was standing out there,  
18 in 1999, and said, "You left your child in the car  
19 unattended." At that time people got put in the  
20 Child Maltreatment Registry without any notice or  
21 hearing and -- because the law was unconstitutional  
22 at the time. So this is one of many clients who I've  
23 represented who 20 years later realizes that their  
24 name is in the Child Maltreatment Registry and had no  
25 idea that it was there. The law provides, of course,

1 for a waiver when somebody has been put in the  
2 Registry. And so in order for her to get her  
3 contract renewed at Fort Smith, where she's ready to  
4 have it renewed, she needs to have a waiver. If she  
5 had known she was in the Registry back in 1999, she  
6 would've been able to get out immediately, but had no  
7 idea until her license came up for renewal just this  
8 last time. She's been teaching for many years; her  
9 license has been renewed multiple times. And we will  
10 eventually -- we've filed a petition with the  
11 Department of Human Services to have her name  
12 removed; that will happen probably later this month.  
13 But in the meantime, she needs to have her contract  
14 renewed with Fort Smith. Thank you.

15 CHAIRPERSON REITH: Thank you, Mr. Blackstock.  
16 And, Ms. McCollum, I don't know if you'll be offering  
17 any testimony. If you will, I'll swear you in, but  
18 otherwise I can open it up to questions from the  
19 Board.

20 MR. BLACKSTOCK: Yeah. There's no testimony  
21 unless anybody has any questions.

22 CHAIRPERSON REITH: So with that, again, I look  
23 to the Board for any questions or comments.  
24 Otherwise, we'll entertain a motion.

25 MR. WILLIAMSON: Move to grant the waiver.

1 MS. ZOOK: Second.

2 CHAIRPERSON REITH: Okay. Motion made by Mr.  
3 Williamson, seconded by Ms. Zook.

4 All in favor?

5 (UNANIMOUS CHORUS OF AYES)

6 CHAIRPERSON REITH: Any opposed?

7 Motion carries unanimously.

8 MR. BLACKSTOCK: Thank you very much.

9 CHAIRPERSON REITH: Best of luck, Ms. McCollum,  
10 and thank you so much.

11 MR. BLACKSTOCK: And we'd like to thank too your  
12 next person on the agenda for allowing us to go ahead  
13 of them.

14 CHAIRPERSON REITH: Thank you. Thank you, Mr.  
15 Blackstock.

16 A-5: PLSB CASE NO. 16-149, CLINTON IRVING CLAY, EDUCATOR'S  
17 PROPOSAL TO SETTLE CASE PRIOR TO STATE BOARD REVIEW

18 CHAIRPERSON REITH: So with that, now we'll  
19 revisit Action Agenda Item A-5, which is our PLSB  
20 Case on Clinton Irving Clay. It's an Educator's  
21 proposal to settle case prior to the State Board  
22 review. Ms. Harris-Ritter, you are recognized.

23 MS. HARRIS-RITTER: Thank you very much. This  
24 is a little bit unusual that there is a settlement  
25 offer made directly to the State Board circumventing

1 the PLSB process that has been going on. I want you  
2 all to know that this process is allowed under  
3 Arkansas Code Section 6-17-428(c)(4). It just  
4 doesn't happen very often that someone uses it. So  
5 that section states that the State Board of Education  
6 may make an informal disposition of the ethical  
7 violation by stipulation, settlement, consent order,  
8 or default. And although Mr. Donaldson, who  
9 represents Educator Clay, did provide a courtesy copy  
10 of the settlement offer to the PLSB, the offer is  
11 directed to the Board. So the Board -- the PLSB, of  
12 course, recommends that you decline the offer and we  
13 go forward with the State Board review. But I'm  
14 going to step aside and let Mr. Donaldson make his  
15 settlement offer to you at this time.

16 CHAIRPERSON REITH: Thank you.

17 If you'll kindly state your name for the record,  
18 sir.

19 MR. DONALDSON: I will. Good morning, Ladies  
20 and Gentlemen. My name is Tom Donaldson and I'm a  
21 practicing attorney in Marion, Arkansas. I am  
22 honored to be here before you today on behalf of my  
23 client, Clinton Irving Clay, which most everybody  
24 calls Coach Clay, a man who has been a universally  
25 well-respected educator here in this state for over

1  
2  
3  
4  
5  
6  
7  
8  
9  
10  
11  
12  
13  
14  
15  
16  
17  
18  
19  
20  
21  
22  
23  
24  
25

29 years.

We have, as Ms. Harris-Ritter said, been pursuing a process separately and we had a hearing before an evidentiary panel back on February 10. We have appealed that decision and recommendation to you. But the reason we're taking this step is that Coach Clay more than anything wants to deal with this matter and try to put it behind him after he's had such a sterling career as an educator here. Accordingly, we have proposed a settlement, that you should've been provided with a copy of, and that settlement would require two years of probation; a \$75 fine; complete training on the AETN Arkansas IDEAS online portal; courses IAD 14-491 Classroom Management, Managing Challenging Behavior, 2 hours; IAD 14-492 Classroom Management, Building Effective Relationships 2nd Edition, 11 hours; and LAB 15-051 Closing the Attitude Gap, 2 hours. It would require written reflections on how each respective training will impact Mr. Clay's future conduct with students. Mr. Clay would be required to complete the training and reflections within 90 days of the State Board's final order, and Mr. Clay would be responsible for all associated costs.

This settlement proposal differs from the

1 recommendation of the Evidentiary Hearing Panel in  
2 only two regards, and that is that it requests two  
3 years' probation as opposed to the recommendation of  
4 six months' suspension, and the only difference is  
5 the amount of the fine; the maximum fine for a  
6 probation is \$75, so that's less than what the  
7 recommendation is of \$100. So those are the only  
8 differences.

9 We believe this settlement is more consistent  
10 with the Board's decisions in prior cases than the  
11 recommendation of the Hearing Panel, particularly  
12 given the Hearing Panel's conclusion that there is,  
13 quote, "no conclusive proof that Educator Clay  
14 intentionally struck the student outside the bus,"  
15 closed-quote. We also believe this proposal achieves  
16 the Board's goals of correction and deterrents, while  
17 not putting the Board in the position of essentially  
18 second-guessing the local Marion school board.

19 Shortly after this occurrence took place, back  
20 in April of last year, 2016, there was a lengthy  
21 hearing before the Marion school board on the  
22 recommendation of the superintendent to terminate  
23 Coach Clay. The Marion school board voted  
24 unanimously 6-to-0 to reject that recommendation and  
25 Coach Clay immediately went back to work and has been

1 performing his duties as Dean of Students and high  
2 school basketball -- men's high school basketball  
3 coach ever since without further incident. I would  
4 also note that three of the board members from Marion  
5 actually came over and testified on Coach Clay's  
6 behalf before the Evidentiary Hearing Panel, as did  
7 the incoming superintendent, Dr. Glen Fenter, who  
8 some of y'all may know from his prior role as  
9 president of Mid-South Community College. In any  
10 event, we believe that this settlement proposal is  
11 fair and is in the best interest of all parties,  
12 including this board.

13 With that, you know, I would be glad to answer  
14 any question you have with regard to the cases that I  
15 referenced, with regard to the facts of this case, or  
16 any other question that you have. Otherwise, we  
17 would submit this settlement proposal to you for your  
18 consideration.

19 CHAIRPERSON REITH: Thank you, Mr. Donaldson.

20 Ms. Harris-Ritter, do you have any additional  
21 comments on behalf of the Department before I open it  
22 up to questions from the Board?

23 MS. HARRIS-RITTER: Well, I feel like I'm really  
24 not able to make comments regarding this settlement  
25 offer because it wasn't made to the PLSB but to

1 circumvent the PLSB. I would say that one of the  
2 reasons that the Department believes this should be  
3 declined is we do believe you should hear the other  
4 side of the story. There's a lot that wasn't said by  
5 Mr. Donaldson. For instance, the school board deals  
6 with employment; y'all deal with Code of Ethics  
7 violations. There are other aspects of the case that  
8 I think that really should be pointed out.

9 So as far as specifically commenting any more on  
10 the settlement offer I think I'm probably right at  
11 the line since it didn't come to us. But thank you  
12 for this opportunity.

13 CHAIRPERSON REITH: Thank you, Ms. Harris-  
14 Ritter.

15 So with that, I open it up to questions.

16 Ms. Zook.

17 MS. ZOOK: This is for Ms. Harris-Ritter. Are  
18 there things that you're saying the PLSB board would  
19 hear that were not in the packets we received?

20 MS. HARRIS-RITTER: No. You received the record  
21 from the PLSB but you received it related to the  
22 State Board review, not related to the settlement.  
23 That that you were sent has all the evidence that was  
24 presented at the evidentiary hearing; it has what was  
25 recommended by the Ethics Subcommittee in their

1 reasonable belief review, in addition to what was  
2 advised by the Evidentiary Hearing Panel and the  
3 evidence that they all relied on, including the video  
4 from the school bus.

5 MS. ZOOK: Okay.

6 MS. HARRIS-RITTER: Does that answer your  
7 question?

8 MS. ZOOK: It does. Thank you. It's unusual  
9 that we get a recommendation from PLSB for six  
10 months. So is there some reason they wanted to  
11 suspend for six months, not a year or two, which we  
12 usually see?

13 MS. HARRIS-RITTER: The Ethics Subcommittee, in  
14 making the reasonable belief determination and  
15 recommendation, recommended a one-year suspension  
16 based on specific items of evidence. The Evidentiary  
17 Hearing Panel made the six-month recommendation. If  
18 you look at their determination and recommendation in  
19 their findings, they made that based solely on the  
20 video. So when it is my turn I'm going to ask you to  
21 combine those two things and I'm going to ask for a  
22 one-year suspension.

23 MS. ZOOK: Okay. Thank you. And, Mr.  
24 Donaldson, have there been any incidents reported and  
25 has he had to be before the superintendent and school

1 board in the over a year since this incident  
2 happened?

3 MR. DONALDSON: No, ma'am. He has not.

4 MS. ZOOK: That's the questions I have right  
5 now.

6 CHAIRPERSON REITH: Thank you, Ms. Zook.

7 Additional -- yes, Dr. Hill.

8 DR. HILL: For Ms. Harris-Ritter, I have a  
9 question. And what's -- I want to make sure I'm  
10 clear on the facts. There are -- the difference in  
11 what they're proposing and what was -- I can't  
12 remember what --

13 MS. HARRIS-RITTER: They want probation. We  
14 wanted suspension.

15 DR. HILL: Okay. All right. So --

16 MS. HARRIS-RITTER: Okay.

17 DR. HILL: Okay. That's what I wanted to make  
18 sure. Thank you.

19 CHAIRPERSON REITH: Thank you. Yes, Ms. Dean.

20 MS. DEAN: What happens if the two years'  
21 probation is broken or --

22 MS. ZOOK: They said that it would immediately  
23 suspend his license.

24 MS. DEAN: Immediately suspend his license.

25 Okay.

1 MS. ZOOK: Isn't that -- is that true, Mr.  
2 Donaldson, that you recommended that -- or your --  
3 part of your proposal is if he violates anything  
4 during his probation that you would expect him to  
5 immediately have his license suspended?

6 MR. DONALDSON: Oh, I think he'd be back in  
7 there having his license suspended. Yes.

8 MS. DEAN: For how long?

9 MS. ZOOK: Well, there's a difference in he'd be  
10 back in here to have his license suspended than  
11 you're agreeing that he would come back in here,  
12 without coming back in here to have his license  
13 suspended.

14 MR. DONALDSON: Well, I mean, he's entitled to  
15 some due process.

16 MS. ZOOK: Okay.

17 MR. DONALDSON: When you say if anything  
18 happens, I mean, you know, I don't know what that  
19 means. So it's hard for me to say yes, he'd be  
20 willing to say his license can be suspended if he's  
21 late getting to work one day or something. You see  
22 what I'm saying? I mean, I certainly think if there  
23 were any incidents involving any kind of  
24 disagreement, confrontation with a student, yes, I  
25 think that would be appropriate. But, you know, I

1 can think of a range of things that, you know, I  
2 wouldn't want to sit here and stipulate that should  
3 result in an automatic suspension of his license, so  
4 --

5 MS. DEAN: What are the parameters of the  
6 probation? I mean, what are the parameters?

7 MR. DONALDSON: It's going to be the same as  
8 probation that you guys order in every case that  
9 you've decided where probation has been ordered. And  
10 it's going to require that he comply with the things  
11 that I enumerated as far as the training and the  
12 reflections as well. But as far as, you know, any  
13 additional detail about the probation, it's going to  
14 be no different than the probation that any other  
15 person that receives probation, whether by order or  
16 by, you know, consent would receive. So it's going  
17 to be the same.

18 CHAIRPERSON REITH: Yes, Dr. Barth.

19 DR. BARTH: Well, and this is for Ms. Harris --  
20 Ms. Harris-Ritter. If there is a probation typically  
21 there -- that is connected with that, if there is any  
22 additional sanctioning it is an automatic suspension;  
23 right?

24 MS. HARRIS-RITTER: Well --

25 DR. BARTH: Or is that not --

1 MS. HARRIS-RITTER: -- not exactly. First of  
2 all, if the PLSB knows about it and there's a  
3 violation during probation, then the PLSB can file an  
4 allegation right there and bring it back. But it's  
5 not automatic. There are due-process considerations,  
6 just as Mr. Donaldson indicated. He would still be  
7 able to teach and it would be on his record in our  
8 files that he had been on probation for two years.

9 MS. ZOOK: And I don't know if this question is  
10 for the teacher-coach or the attorney. But what is  
11 the relationship -- okay, since you have a  
12 superintendent who recommended termination and you  
13 had a board who overruled, how has that working  
14 relationship impacted their work -- professional  
15 working relationship and his ability to work  
16 effectively with the students he coaches?

17 MR. DONALDSON: Coach Clay, I'll be glad to let  
18 him speak to that. He's going to be the personal  
19 witness. To my knowledge, that's not been a problem  
20 at all and he's performed all of his duties, again,  
21 without incident and sufficiently ever since. I know  
22 -- personally, I know the superintendent who's  
23 leaving and he's actually moving to South Carolina  
24 where he has some young grandchildren. I also  
25 personally know the incoming superintendent, Dr.

1 Fenter, that testified. And, you know -- you know, I  
2 know y'all got a huge packet of materials and one of  
3 the things in there would've been the testimony of  
4 Dr. Fenter. But Dr. Fenter personally testified to  
5 the importance that he places on having Coach Clay  
6 there to help him implement the programs that he has  
7 in mind for the Marion School District when he takes  
8 over July 1st. So I think -- it's hard to get a  
9 stronger endorsement from somebody than the incoming  
10 superintendent about the importance of an employee.  
11 And the probation, again, I think serves the -- you  
12 know -- the need you may have to deter conduct from  
13 Coach Clay and others, but at the same time allows  
14 him to be able to continue performing his duties, and  
15 so I think it's a reasonable compromise.

16 DR. HILL: Question.

17 MR. DONALDSON: Yes.

18 DR. HILL: So the new incoming superintendent  
19 has requested -- what is his recommendation? I mean,  
20 explain that to me. I'm just --

21 MR. DONALDSON: He testified at the hearing  
22 before the Evidentiary Hearing Panel, as did three of  
23 his board members, as to the importance of Coach Clay  
24 to the school district, as to Coach Clay's, you know,  
25 terrific history as an educator there in the Marion

1 School District. And so they requested that he not  
2 be suspended at that hearing.

3 DR. HILL: So, and short and to the point, he  
4 wants him?

5 MR. DONALDSON: Absolutely he wants him.

6 DR. HILL: All right. I wanted to make sure.

7 MR. DONALDSON: Absolutely. And, you know, this  
8 is not a forum to present additional testimony, so I  
9 can't call Glen Fenter.

10 DR. HILL: I understand.

11 MR. DONALDSON: I need to call him again because  
12 --

13 DR. HILL: I didn't want that.

14 MR. DONALDSON: I understand.

15 DR. HILL: I didn't want that.

16 MR. DONALDSON: But you can look at his  
17 testimony and that's exactly what he said, he wants  
18 him. So, yes. Now if you really want to hear from  
19 him about what he's been doing in the year since we  
20 had the Marion school board I'll be glad to let Coach  
21 Clay address that, if you still want to hear that.  
22 Ms. Zook, I think that was your --

23 CHAIRPERSON REITH: That's the pleasure of the  
24 Board, if any board members would like to hear  
25 testimony. I just would have to swear you in, sir,

1 prior to. Yes?

2 MS. HARRIS-RITTER: Could I just add something  
3 before we --

4 CHAIRPERSON REITH: Ms. Harris-Ritter, yes, if  
5 you could come to the mic please.

6 MS. HARRIS-RITTER: Yes. Thank you. The Board  
7 can either accept or reject the settlement offer.  
8 But if you reject it and you have the State Board  
9 review, you can make any decision you want about what  
10 type of sanction you believe is appropriate. I don't  
11 know if all of you have seen the video on this. If  
12 you haven't, or you'd like to see it again, we can  
13 show it to you. The school board members weren't  
14 there that day when this happened, and I don't want  
15 you to lose sight of the student in this. So we'd be  
16 glad to show it to you now or during the State Board  
17 review following this, if we have it.

18 CHAIRPERSON REITH: No, thank you. And as a  
19 point of order, Ms. Harris-Ritter, before you sit  
20 down, so depending on the outcome of Action Agenda  
21 Item A-5 determines whether A-6 --

22 MS. HARRIS-RITTER: Correct.

23 CHAIRPERSON REITH: -- is reviewed or not;  
24 correct?

25 MS. HARRIS-RITTER: If you accept the settlement

1 offer, then --

2 CHAIRPERSON REITH: Then there's no --

3 MS. HARRIS-RITTER: -- we won't have the other  
4 one.

5 CHAIRPERSON REITH: And then, otherwise, if we  
6 don't, then we proceed into --

7 MS. HARRIS-RITTER: Yes.

8 CHAIRPERSON REITH: -- the actual A-6, yes,  
9 which is the hearing itself to which you've alluded  
10 to.

11 MS. HARRIS-RITTER: Correct. Thank you.

12 CHAIRPERSON REITH: Thank you for that  
13 clarification for everyone there.

14 So with that, in regards to making a decision on  
15 the settlement offer does any of my colleagues have  
16 any additional questions or concerns they would like  
17 to voice? Otherwise, I'll entertain a motion regards  
18 to specifically Action Agenda Item A-5, which is the  
19 settlement offer.

20 And, Ms. Harris-Ritter, just to confirm that  
21 appropriate here is accept or deny; correct?

22 MS. HARRIS-RITTER: That's correct.

23 CHAIRPERSON REITH: So the motion would be to  
24 either accept the settlement offer or deny the  
25 settlement offer. Or any additional information that

1 my colleagues need to make a decision?

2 Yes, Ms. Newton.

3 MS. NEWTON: I guess my question is to the  
4 members of the Board. Have all of you watched the  
5 video and gone through the materials?

6 Okay. All right. So since some of us have not,  
7 I think we need to deny and go through a hearing  
8 then.

9 CHAIRPERSON REITH: Would you like to turn that  
10 into a motion, Ms. Newton?

11 MS. NEWTON: Yes. I move that we deny.

12 MR. WILLIAMSON: I'll second that.

13 CHAIRPERSON REITH: Okay. Motion made by Ms.  
14 Newton, seconded by Mr. Williamson.

15 Comments by Dr. Barth?

16 DR. BARTH: Just a comment. I'm supportive, and  
17 I think we also need to be very careful about setting  
18 precedent for bypassing the process that I think we  
19 have gotten more and more confidence in, and so  
20 that's additionally why I'm supportive.

21 CHAIRPERSON REITH: Thank you, Dr. Barth.

22 So with that, all in favor of the motion?  
23 Again, motion made by Ms. Newton, seconded by Mr.  
24 Williamson.

25 All in favor?

1  
2  
3  
4  
5  
6  
7  
8  
9  
10  
11  
12  
13  
14  
15  
16  
17  
18  
19  
20  
21  
22  
23  
24  
25

(UNANIMOUS CHORUS OF AYES)

CHAIRPERSON REITH: Any opposed?

Motion carries unanimously to deny the settlement offer.

A-6: STATE BOARD REVIEW OF PLSB EVIDENTIARY HEARING FINDINGS AND RECOMMENDATIONS - PLSB CASE NO. 16-149; CLINTON IRVING CLAY

CHAIRPERSON REITH: And so that means we will move into Action Agenda Item A-6, which is the evidentiary hearing and findings and recommendations. So once again, Ms. Harris-Ritter, you're recognized.

MS. HARRIS-RITTER: Thank you very much. As we all know by now, Educator Clay has requested State Board review and oral argument before you in PLSB Case Number 16-149. Mr. Donaldson will address you first on this case and he will have 10 minutes to do so. When he has finished his allotted time, I will then present the PLSB argument and I will also have 10 minutes. You may ask questions of either or both of us during the presentations or after them. Thank you.

Mr. Donaldson.

CHAIRPERSON REITH: Okay. And, Mr. Donaldson, will -- at any point will your client be offering testimony, so that I swear him in?

MR. DONALDSON: No. I'm not planning on

1 presenting any testimony, so --

2 CHAIRPERSON REITH: Okay. Thank you so much.

3 So then, Mr. Donaldson, you are recognized for  
4 your 10 minutes.

5 MR. DONALDSON: Thank you. As we've talked  
6 about briefly already, this case against Coach Clay  
7 was the subject of a lengthy hearing before the  
8 Evidentiary Hearing Panel back on February 10th of  
9 this year. It's the job of that panel to hear the  
10 evidence, determine the facts, and make a  
11 recommendation to you. In its written decision dated  
12 the same day as the hearing, February 10, 2017, the  
13 only facts found by the Hearing Panel were (1) on  
14 March 21, 2016 Educator Clay, head basketball coach  
15 and Dean of Students, accompanied the Marion High  
16 School boys' basketball team on a school bus from  
17 Marion to Russellville for the State Basketball  
18 Championship Tournament; (2) when the bus arrived at  
19 the tournament there was a confrontation between  
20 Educator Clay and a student that was recorded on  
21 video; the confrontation continued just outside the  
22 bus and that portion was not caught on video but some  
23 portions are audible.

24 The Hearing Panel's decision contains no  
25 Findings of Fact as to what actually transpired

1 during this confrontation. However, as I briefly  
2 mentioned earlier, the Hearing Panel's decision does  
3 contain one significant conclusion and that was,  
4 quote, "there was no conclusive proof that Educator  
5 Clay intentionally struck the student outside of the  
6 bus," closed-quote. Despite the lack of factual  
7 findings the Hearing Panel's written decision  
8 recommends, amongst other things which we've  
9 discussed, a six-month suspension. We've also  
10 discussed this same confrontation, as the Hearing  
11 Panel characterized it, being the subject of an even  
12 lengthier hearing before the Marion school board  
13 shortly after the event. At that hearing well over  
14 100 people came out to support Coach Clay and 13 of  
15 them, from diverse backgrounds, testified on Coach  
16 Clay's behalf. You were provided with the transcript  
17 of the testimony at that hearing. I know it's  
18 lengthy; I hope that you took time to look at it.

19 I'm not going to try to go over every witness's  
20 testimony because of our time constraints here today,  
21 but I do want to highlight the testimony of two  
22 people at that Marion school board hearing. The  
23 first is Suzanna Thompson. Ms. Thompson has been a  
24 teacher at Marion School -- High School for 21 years  
25 and has known Coach Clay since he came to work for

1 Marion; Coach Clay grew up in Marion, but he came to  
2 work for the Marion School District in 2002. At the  
3 Marion school board hearing Ms. Thompson testified,  
4 quote, "Coach Clay has very positive interactions  
5 with students at Marion High School. I have never  
6 seen a negative interaction at all. In fact, he  
7 seems to bring a very positive, consistent authority  
8 figure and that's what we need," closed-quote. She  
9 further testified, quote, "There's been a very  
10 noticeable change since Coach Clay has left; 'amok'  
11 may not be the correct word, close maybe." When  
12 asked whether she wanted Coach Clay back in the high  
13 school Ms. Thompson testified, "I do. I need him  
14 back."

15 The second person whose testimony I want to  
16 highlight is Debbie Peters. Ms. Peters has worked at  
17 Marion High School for 28-1/2 years and has been the  
18 librarian there for the past 11 years. She  
19 testified, "Coach Irving Clay is one of the most  
20 highly regarded administrators in the Marion School  
21 District. He has been a source of constant  
22 leadership and discipline to young people in our high  
23 school and on the MHS basketball team for many  
24 years." She further testified, quote, "Coach Clay  
25 has always worked with devotion and commitment to

1 encourage students' best behavior on and off the  
2 court. And while the job becomes more difficult with  
3 each passing year he continues to strive to do his  
4 best. He may not be a perfect man, void of mistakes,  
5 but he's good -- he is a good and thoughtful man who  
6 truly is dedicated to his job."

7 As I stated, at the conclusion of that lengthy  
8 hearing the Marion school board voted unanimously, 6-  
9 to-0, to reject the superintendent's recommendation  
10 to terminate Mr. Clay's employment. A copy of the  
11 minutes of that meeting is included in your packet as  
12 part of the exhibits; it's in Volume 1 at pages 50  
13 through 51, to be specific. Again, Coach Clay after  
14 that hearing went back to work both as Dean of  
15 Students at the Marion High School and as the high  
16 school boys' basketball coach, and he's performed  
17 those duties without incident since.

18 I alluded to the board members that came and  
19 testified at the hearing on February 10th before the  
20 Evidentiary Panel. One of those was Reverend Jeffrey  
21 Richards -- Richardson, excuse me. He served on the  
22 Marion school board for 25 years, in addition to  
23 numerous other civic activities, and he's known Coach  
24 Clay for 56 years. When asked about Coach Clay,  
25 Reverend Richardson testified, "Fine person that I've

1 grown to respect; very appreciated person in the  
2 community for our school district, for our children.  
3 The ambition that he instills in our children to be a  
4 better product to further them-self in life is very  
5 appreciated in our community." When asked what kind  
6 of impact it would have on the school district if  
7 Coach Clay were no longer able to teach and coach  
8 there, Reverend Richardson responded, "It would hurt  
9 us severely. We have built a program trying to  
10 enhance discipline and things that our young men  
11 need. We don't have a lot of positive role models,  
12 and absent of him it would hurt our school severely."  
13 Steve Sutton, another person who has been on the  
14 Marion school board for 26 years and has known Coach  
15 Clay since they went to high school together,  
16 testified, "Irving Clay has been an exemplary  
17 employee, a great role model for both African  
18 American as well as white students; just been a great  
19 mentor to both male and female. I wish we had about  
20 15 of him. In all respects he's been a great  
21 employee; so glad to have him. It would be a  
22 travesty to not have him at Marion, which is why I'm  
23 here." Mr. Sutton went on to describe the important  
24 -- the, quote, "big role," closed-quote, that Coach  
25 Clay helped in assisting the students who were taken

1 into the Marion School District from the  
2 Crawfordsville School District and from the Turrell  
3 School District to smooth -- make a smooth transition  
4 into the Marion School District. Bart Turner, who  
5 has lived in Marion his whole 60 years and been on  
6 the school board for 15 years, similarly testified,  
7 "I wish the school district had three more of him. I  
8 think he's a tremendous role model for the students.  
9 He has a lot of respect." And then I come to Dr.  
10 Fenter, who we talked about earlier, who will take  
11 over as superintendent July 1st. Dr. Fenter said,  
12 "When I came to Arkansas, Irving Clay was a name that  
13 you heard in conversations about educators that were  
14 making a difference in the lives of young people."  
15 And when asked how it would affect him as incoming  
16 superintendent if Coach Clay were not available to  
17 assist him, Dr. Fenter responded, "Well, I don't  
18 think it's ever possible to have enough positive role  
19 models, particularly working in districts where you  
20 have a high concentration of poor students or  
21 minority students, or both. And I guess the easiest  
22 way to answer that is if I knew there was 10 more  
23 like Coach Clay I'd be trying to hire them tomorrow."  
24 Dr. Fenter went on to say, "And I would trust him  
25 with my own children or any students that I'm charged

1 with just because of the pattern of behavior that  
2 he's exhibited over the last 25 years."

3 In the brief that I filed with you guys on  
4 behalf of Coach Clay we cited 11 publicly available  
5 cases in which the Educator received a lesser  
6 sanction than a suspension for conduct more egregious  
7 than that alleged against Coach Clay. You have those  
8 cases, and because of time limits I'm probably not  
9 going to be able to go through all of them with you  
10 but I would like to highlight a couple, and keeping  
11 in mind here what the board found about any contact  
12 between Coach Clay -- not being intentional by Coach  
13 Clay. In one case Michael Darren Dean, case number  
14 15-027, the findings were "elbowed a student in the  
15 side and grabbed the student around the neck and  
16 started to choke him." That Educator got one year of  
17 probation and some fines and other things. Stephen  
18 Tyler Hart, case number 15-032, findings, "Repeatedly  
19 directed the student to sit down, and when the  
20 student didn't comply grabbed the student's shirt to  
21 sit him in his desk." That Educator got a written  
22 reprimand. Denan Elaine Cagle, 15-069, findings,  
23 "Struck the student in the face, slapped the student  
24 on the arm during science class, and asked the  
25 student not to report that she had slapped him during

1 the science class." One year of probation. Casey  
2 Lanne Spradlin, 15-073, called students inappropriate  
3 names: crack-head, jack-wagon, retarded; used  
4 pressure points on students causing pain and  
5 embarrassment and used wrestling moves on students  
6 while, quote, "rough-housing," closed-quote, with  
7 them, causing pain and embarrassment. A written  
8 reprimand.

9 Now because there's not really an opportunity  
10 for me to respond, I'm going to go ahead and take an  
11 opportunity -- I know one of the things that was in  
12 the materials that the PLSB filed were six additional  
13 cases that they cited, but I would submit to you that  
14 those cases are nowhere like the situation here  
15 regarding Coach Clay. One of the ones they cited,  
16 Jamie Gail Morton, 15-152, the findings were "struck  
17 a student on the hand when he tried to get a pencil  
18 off her desk and hit students," plural, "in her  
19 class." Yeah, her license got suspended. But  
20 there's no proof here, as the Evidentiary Panel  
21 found, that Coach Clay hit the student at all.

22 CHAIRPERSON REITH: Mr. Donaldson --

23 MR. DONALDSON: Yes.

24 CHAIRPERSON REITH: -- I'm afraid you're out of  
25 time. If you could kindly wind up your comments,

1 please.

2 MR. DONALDSON: I will do so. I will do so. So  
3 based on all that, in sum, if you follow the Hearing  
4 Panel's recommended six months' suspension you're  
5 essentially going to bring to termination -- the  
6 board -- the Marion School District cannot employ  
7 somebody whose license is suspended. So you're  
8 effectively bringing Coach Clay's career to its end  
9 after 29 years in our area, and you're effectively  
10 second-guessing that school district, that local  
11 school board is what you're doing.

12 For all these reasons you ought to reject the  
13 Panel's recommendation and you should determine --  
14 and if you determine that the sanction is appropriate  
15 it should be no more severe than probation. Thank  
16 you.

17 CHAIRPERSON REITH: Thank you, Mr. Donaldson.

18 Ms. Harris-Ritter, you're recognized for your 10  
19 minutes.

20 MS. HARRIS-RITTER: Thank you very much. You  
21 heard a lot about what people who weren't on that  
22 school bus think about Mr. Clay. You heard a lot  
23 about cases that had nothing to do with this case.

24 Just after the team arrived in Russellville for  
25 the State Boys' Basketball Tournament, on March 1,

1           2016, a confrontation started on the bus between  
2           Educator Clay and a student. The bus was equipped  
3           with a video camera that caught part of the incident.  
4           After review of the video from that bus and review of  
5           a number of documents that included the police report  
6           of the incident, statements from students who saw the  
7           entire incident off the bus and some who only saw  
8           part of it, a statement from the student involved, a  
9           statement from Educator Clay himself, a statement  
10          from the father of the student involved who spoke  
11          with Educator Clay by telephone shortly after the  
12          incident, and documentation of the school district  
13          disciplinary reprimand of Educator Clay that he  
14          received for his verbal threat and inappropriate  
15          language towards another student less than four  
16          months before this incident on the bus; that was  
17          before this incident he'd already been reprimanded.  
18          They also reviewed the PLSB Final Report of  
19          Investigation. After reviewing all of this, the  
20          Ethics Subcommittee found that Educator Clay violated  
21          Standard 1 when he grabbed, pushed, hit or had other  
22          similar inappropriate contact with a student, used  
23          profanity in the presence of one or more students,  
24          said "get your ass off the bus, I'm tired of talking  
25          to you" or similar to a student, and provoked or

1 encouraged a student to hit him.

2 The Ethics Subcommittee based this reasonable  
3 belief of violation on the following: in the video  
4 Educator Clay used curse words, grabbed the student  
5 and appeared to force the student down the stairs of  
6 the bus; he taunted the student and encouraged the  
7 student to be physically violent toward him; the  
8 student grabbed the bar on the bus in an apparent  
9 attempt to steady himself; additionally, after being  
10 struck by the student the Educator lunged at the  
11 student and had to be restrained. The video did not  
12 show any attempt by the Educator to de-escalate the  
13 situation at any time. As the Educator, who's also  
14 the Dean of Students, he was responsible for de-  
15 escalating the situation. The student could've  
16 sustained severe injuries when the Educator pushed  
17 him off the bus. During the incident the Educator  
18 was the first one to use curse words.

19 The Educator contradicted himself during his  
20 interview with the PLSB investigator. The Educator's  
21 statements to the PLSB investigator contradicted what  
22 was reflected on the video. The Educator's  
23 statements to the PLSB investigator contradicted  
24 information he provided to the police.

25 The Educator has a prior history of similar

1           conduct with regard to using inappropriate language  
2           at the school district level. The school district  
3           issued a letter of reprimand to him for making a  
4           verbal threat and using inappropriate language on  
5           November 13, 2015. Yet, the incident at issue in the  
6           ethics complaint occurred less than four months  
7           later. The Educator's conduct was willful and it was  
8           intentional. Because of the incident the student was  
9           expelled from school and had to complete the rest of  
10          the year at another school in another district.

11                 The Ethics Subcommittee's recommendation  
12          sanction was a one-year license suspension, a \$100  
13          fine, and specific training that Mr. Donaldson  
14          already related to you. This recommendation was  
15          rejected by Educator Clay, who then requested an  
16          evidentiary hearing, as is his right. During the  
17          evidentiary hearing when I asked him about his  
18          behavior on the bus Educator Clay described himself  
19          as "like a monster." That is in the transcript of  
20          the hearing at page 106, line 4, and those are his  
21          words that were made under oath.

22                 Like the Ethics Subcommittee, the Evidentiary  
23          Hearing Panel also found that Educator Clay violated  
24          Standard 1 of the Code of Ethics, but the  
25          determination and recommendation was based on the

1 video alone. The recommended sanction was a license  
2 suspension for six months, the same fine and  
3 training. Those findings from the hearing were: that  
4 on March 1, 2016 Educator Clay, head basketball coach  
5 and Dean of Students, accompanied the Marion High  
6 School boys' basketball team on a school bus from  
7 Marion to Russellville for the basketball  
8 championship tournament. When the bus arrived at the  
9 tournament there was a confrontation between Educator  
10 Clay and a student that was recorded on video. The  
11 confrontation continued just outside the bus and that  
12 portion was not caught on video, but some portions  
13 are audible. The Panel then determined that the  
14 action of Educator Clay on the bus reflected poor  
15 judgment. A situation was instigated and exacerbated  
16 by Educator Clay and merit sanction, and there was no  
17 conclusive proof that Educator Clay intentionally  
18 struck the student outside of the bus. That's not  
19 the standard that we use; it's a preponderance of the  
20 evidence. It's more likely than not; not conclusive.

21 Suspension of Educator Clay's license is  
22 appropriate for his violation of Standard 1. I'm  
23 asking you to adopt the findings and rationale of  
24 both the Ethics Subcommittee and the Evidentiary  
25 Hearing Panel. I ask that you suspend his teaching

1 license for one year based on all the evidence, not  
2 just the video, and assess the \$100 fine and require  
3 the training that was recommended, because it's clear  
4 that Educator Clay violated Standard 1 which states,  
5 "An Educator maintains a professional relationship  
6 with each student, both inside and outside the  
7 classroom." Not only did Educator Clay not maintain  
8 a professional relationship with this student on  
9 March 1, 2016, but he escalated his prior  
10 inappropriate behavior. Remember, this was less than  
11 four months after he received a letter of reprimand  
12 from the school district for a verbal threat and  
13 inappropriate language while speaking to a different  
14 student in front of other students. Educator Clay's  
15 actions this time were more egregious. They included  
16 not just inappropriate language but also grabbing and  
17 pushing a student, appearing to force the student  
18 down the steps of the bus, lunging at the student and  
19 being physically restrained by others after the  
20 student hit him in response to Educator Clay's  
21 actions and making no attempt to de-escalate the  
22 situation at any time.

23 Educator Clay violated Standard 1. His behavior  
24 is such that probation is not appropriate and his  
25 license should be suspended. The standard of proof

1 required is a preponderance of the evidence. There's  
2 no requirement that the proof be conclusive, only  
3 that it be more likely than not that it occurred. I  
4 urge you to find that it is more likely than not that  
5 Educator Clay violated Standard 1 of the Code of  
6 Ethics by his behavior on March 1, 2016, when he  
7 grabbed, pushed, provoked and encouraged a student to  
8 hit him and lunged at him after he did without ever  
9 making any attempt to de-escalate the situation.

10 I urge you to adopt the findings of both the  
11 Ethics Subcommittee and its Evidentiary Hearing  
12 Panel. I urge you to sanction Educator Clay by  
13 ordering that his license be suspended for one year  
14 based on all the evidence, not just the video; that  
15 he be assessed a \$100 fine; and he complete the  
16 training that has been recommended. He said under  
17 oath that his behavior was "like a monster." Please  
18 sanction him accordingly. Thank you.

19 CHAIRPERSON REITH: Thank you, Ms. Harris-  
20 Ritter.

21 And with that, I think it's now open to the  
22 Board for questions -- or does he get a rebuttal?

23 MR. DONALDSON: Well, I --

24 MS. HARRIS-RITTER: Yeah, well, he gets no  
25 rebuttal.

1 MR. DONALDSON: May I --

2 CHAIRPERSON REITH: Well --

3 MR. DONALDSON: Here's my concern.

4 CHAIRPERSON REITH: Mr. Donaldson, I'm afraid --  
5 if my colleagues have questions for you then they can  
6 point --

7 MR. DONALDSON: Well, she said some things that  
8 are just flat inaccurate --

9 CHAIRPERSON REITH: And then --

10 MR. DONALDSON: -- and I ought to have an  
11 opportunity to respond.

12 CHAIRPERSON REITH: -- my colleagues can  
13 definitely point questions to you. I do have to open  
14 it up, as a point of order, to the Board and some of  
15 them may want to give you an opportunity here.

16 So with that, I leave it to the discretion of  
17 the Board. Questions?

18 DR. HILL: Yeah.

19 CHAIRPERSON REITH: Yes.

20 DR. HILL: I want to hear what you --

21 CHAIRPERSON REITH: Okay. Dr. Hill.

22 MR. DONALDSON: Well, I mean --

23 CHAIRPERSON REITH: Then, yes, Mr. Donaldson.

24 MR. DONALDSON: -- here's one, is she's now said  
25 two or three times that the Evidentiary Hearing Panel

1 based their decision only on the video. That is  
2 totally incorrect. That hearing panel had all the  
3 same evidence that you have before you now. I don't  
4 know what else she thinks they were supposed to  
5 consider that they didn't have. So that's just not  
6 true.

7 MS. HARRIS-RITTER: Yes.

8 MR. DONALDSON: They considered all the facts.  
9 Their materials are what you received, so they  
10 considered all the facts. It's a misquote of what he  
11 says about his-self, "like a monster." He says "it  
12 makes me look like a monster;" he doesn't say I was a  
13 monster or I acted like a monster. He knows his  
14 behavior on that day doesn't reflect his normal  
15 behavior and demeanor but -- and then another  
16 misstatement is -- I mean, watch the video your-self,  
17 quite frankly, but nobody has ever said he pushed the  
18 kid off the bus; that's just not a factually accurate  
19 statement. And, you know, now we're playing -- the  
20 PLSB wrote the decision; they used the evidence  
21 language that they've quoted. They could have  
22 written a different decision. But the point is the  
23 Evidentiary Hearing Panel heard all this evidence  
24 live, found there wasn't sufficient evidence to  
25 conclude that he hit the kid off the bus. And I

1 would tell you -- I don't have the cite to it but go  
2 back and look to what the kid his-self testified, and  
3 the kid his-self testified that Coach Clay went to  
4 brush his hand off and his hand made contact. Even  
5 the kid that's the center of the -- the center of  
6 this dispute has the same testimony. The incident  
7 before, it's not like Coach Clay randomly assaulted  
8 some kid; it was this kid's brother. These two kids  
9 have been troublemakers at that school the whole  
10 time. The kid cussed at Coach Clay, pulled his  
11 jersey off --

12 MS. HARRIS-RITTER: I object.

13 MR. DONALDSON: -- and threw it at him.

14 MS. HARRIS-RITTER: I object.

15 CHAIRPERSON REITH: Yes, Ms. Ritter-Harris,  
16 you're recognized now. Yes.

17 MS. HARRIS-RITTER: Thank you.

18 CHAIRPERSON REITH: The Board had asked to hear  
19 his testimony and so we were letting him finish that.  
20 Yes, Ms. Harris-Ritter.

21 MS. HARRIS-RITTER: I understand that. But I  
22 didn't say anything that wasn't accurate. In the  
23 decision that was taken from the transcript of the  
24 hearing, the Panel based their decision based on what  
25 was on the video. Yes, they heard everything else

1 but they focused only on the video. The other  
2 language is from the Ethics Subcommittee.

3 I think we should show you the video so you can  
4 see for yourselves what actually happened on that  
5 bus. And the student testified that Coach Clay  
6 punched him in the face, not that he accidentally hit  
7 him. That's what Coach Clay said after he told the  
8 police that he hit him, and it's in the police  
9 report. So if -- with your -- with your agreement,  
10 we can show you the video right now.

11 CHAIRPERSON REITH: I turn to the discretion of  
12 the Board here. Would the Board like to see the  
13 video?

14 DR. HILL: I'd like to see it.

15 CHAIRPERSON REITH: Would that be -- then, yes,  
16 Ms. Harris-Ritter, you may proceed --

17 MS. HARRIS-RITTER: Thank you.

18 CHAIRPERSON REITH: -- with the showing of the  
19 video.

20 MS. ZOOK: Is this going out?

21 COMMISSIONER KEY: Can we take just a pause  
22 before we hit play on that, please?

23 CHAIRPERSON REITH: Yes, Commissioner.

24 COMMISSIONER KEY: Could we have about a 2-  
25 minute recess?

1 CHAIRPERSON REITH: Oh. So that they can get it

2 --

3 COMMISSIONER KEY: So I need to ask a question  
4 of Legal.

5 CHAIRPERSON REITH: Okay. All right. So with  
6 that, we'll take a 2-minute recess to allow for  
7 technology and conference.

8 MS. ZOOK: My question is whether or not we --  
9 since this involves children who aren't --

10 CHAIRPERSON REITH: Yeah.

11 MS. ZOOK: No, I want to talk to --

12 CHAIRPERSON REITH: But we did say recess, so --

13 MS. ZOOK: Okay.

14 CHAIRPERSON REITH: -- just so it gets on the  
15 record.

16 (BREAK: 12:40 - 12:42 P.M.)

17 CHAIRPERSON REITH: So with that, Board and  
18 Audience, we are going to reconvene with some  
19 instructions from our legal department in regards to  
20 student privacy here and how we proceed moving  
21 forward, so --

22 MS. FRENO: Thank you, Madam Chair. Lori Freno,  
23 Department of Education. We have concerns with this  
24 because there are other students on the bus and they  
25 might well show up in the video. You already all

1 have been provided a copy of the video by secured  
2 server and we ask that we take a break -- it's only  
3 about two minutes long -- and that you review  
4 individually -- you review the video, if you haven't  
5 already done so, on your own personal devices. And  
6 then that way we don't -- we do not want this live-  
7 streaming out; we do not want to take any chances of  
8 violating student privacy.

9 CHAIRPERSON REITH: Thank you, Ms. Freno.  
10 Yes, Commissioner.

11 COMMISSIONER KEY: And I would add to that that  
12 if -- we have tech folks; if you need assistance,  
13 bring it up on your computer. We've got folks that  
14 can come up and help do that -- or on your phone;  
15 whatever device you have we'll be able to support you  
16 getting to that.

17 CHAIRPERSON REITH: Yes. And so with that, if I  
18 could pose a question to the Board -- since lunch is  
19 here, I don't know -- but then at the same time to  
20 not inconvenience -- really, it's to the discretion  
21 of the Board if we watch this and have -- go and  
22 continue the break to have lunch and then reconvene,  
23 or would folks want to just take a 5-minute break to  
24 watch this, make a final decision, and then go into  
25 lunch? What would be the preference?



1 And so as not to be inferred by anyone that this is  
2 an executive session, right now board members will be  
3 individually with a member of the Department; those  
4 that need to review the videotape will be doing so  
5 individually, but that will take time. And so to do  
6 that we are going to go ahead and break for lunch and  
7 it will be -- we will reconvene here at 1:30, and at  
8 that time we will pick up Action Agenda Item A-6 for  
9 any final questions and a decision. And I will in  
10 the interim, during our lunch break, confer with Ms.  
11 Coffman and the Department to see if there's any  
12 reordering of the agenda we can do for those who've  
13 been either waiting around this morning or have  
14 hearings that they're prepared to come for starting  
15 at 1:00. I'll announce that at the start, at the  
16 commencement at 1:00.

17 But for those of you that are here for action  
18 agenda items that were slated for this afternoon,  
19 again, we are behind on our agenda from the morning;  
20 we are only on Action Agenda Item A-6. And so if  
21 folks need to partake in lunch, especially I know  
22 those that are here for the afternoon hearings, I  
23 strongly encourage you to do so at this time, in that  
24 it does look like today's agenda will go long. So,  
25 apologies to all for any inconvenience. And for the

1 live-stream folks, I hope this gives some  
2 clarification of where we're at with our agenda.

3 But with that, we are now officially on break  
4 until 1:30. Thank you.

5 (LUNCH BREAK: 12:56 - 1:34 p.m.)

6 CHAIRPERSON REITH: Thank you, everyone. We're  
7 going to reconvene this session of the State Board of  
8 Education. And, again, for those of you that are  
9 joining us since lunch or for those following on  
10 live-stream and just tuning in this afternoon we did  
11 leave off on Action Agenda Item A-6. During the  
12 break, in individual sessions, board members needing  
13 to do so did review some additional video testimony,  
14 video evidence in regards to the evidentiary hearing  
15 that we are considering for Mr. Clinton Irving Clay.

16 At this time we will entertain additional  
17 questions or comments from the Board. And if none,  
18 then we could entertain a motion as well on this  
19 specific action agenda item.

20 MS. ZOOK: Well, I was --

21 CHAIRPERSON REITH: Ms. Zook.

22 MS. ZOOK: Okay, excuse me while I get  
23 organized. Who turned this in to the PLSB board?  
24 Who filed the complaint?

25 MS. HARRIS-RITTER: The complaint was filed by

1 the superintendent of the school district.

2 MS. ZOOK: Okay. And let's see if I have  
3 another one before you sit down. And you made the  
4 comment that the student could have sustained injury,  
5 but in fact the student did not. Is that correct?

6 MS. HARRIS-RITTER: Right. The student caught  
7 himself on that bar and did not fall all the way out  
8 of the bus because of that.

9 MS. ZOOK: Thank you.

10 CHAIRPERSON REITH: Thank you, Ms. Zook.

11 Additional questions or comments or discussion  
12 from the Board?

13 Yes, Dr. Barth.

14 DR. BARTH: Can I get a description of the scope  
15 of duties of him in his role as Dean of Students? I  
16 don't know who this goes to. I'm just curious about  
17 what that role includes at the school.

18 MS. HARRIS-RITTER: He might have to tell you.  
19 But from what the superintendent stated, the Dean of  
20 Students deals with student discipline.

21 DR. BARTH: And is that -- is it primarily a  
22 disciplinary role or are there other activities? I'm  
23 just curious. I know that's different in different  
24 schools. I was just curious what the  
25 responsibilities were for here.

1 MS. HARRIS-RITTER: I don't know any more than  
2 that part that I was told.

3 DR. BARTH: Okay.

4 CHAIRPERSON REITH: Thank you, Dr. Barth.

5 Additional questions?

6 Mr. Donaldson.

7 MR. DONALDSON: Only my client could answer that  
8 question fully because, I mean, he's the only one who  
9 knows what he does every day. So, I mean, if you  
10 want to hear from him I'll be glad to let him speak  
11 but --

12 DR. BARTH: I mean, I think that's --

13 MR. DONALDSON: Okay.

14 DR. BARTH: I just wanted to get the general  
15 overview. That's fine.

16 CHAIRPERSON REITH: Thank you, Dr. Barth.

17 Additional questions? Otherwise, I will  
18 entertain a motion.

19 MS. NEWTON: I just have a question about what  
20 are our options as far as -- does it go back to the  
21 PLSB board if we don't go by what's here? What are  
22 our options as far as what we can and we cannot do?

23 MS. HARRIS-RITTER: You may dismiss it; you may  
24 order a sanction of written warning, a written  
25 reprimand, probation, a suspension for a specific

1 period of time, or permanent revocation. You may  
2 sanction him with a fine. If it's probation it's a  
3 \$75 fine or less; if it's a suspension it's \$100 fine  
4 or less. You may require training, such as that that  
5 was recommended by the Ethics Subcommittee and the  
6 Evidentiary Hearing Panel.

7 CHAIRPERSON REITH: Okay. Thank you. And, Ms.  
8 Newton, if I might offer, with previous cases, as  
9 this, a recommendation is being offered by the PLSB,  
10 correct, in terms of what is here. And so we can  
11 accept that or we can offer --

12 MS. HARRIS-RITTER: Your own.

13 CHAIRPERSON REITH: -- any of our own  
14 alternative, as per the guidelines that Ms. Ritter-  
15 Harris has said here. And if you could remind us  
16 again the recommendation of the Department?

17 MS. HARRIS-RITTER: The recommendation I gave to  
18 you today was to adopt the findings from the Ethics  
19 Subcommittee and the Evidentiary Hearing Panel;  
20 suspend his license for one year, order a \$100 fine,  
21 and the training that was specifically recommended.  
22 And I can slip over and grab my paper and read you  
23 what those classes are; Mr. Donaldson already  
24 indicated what they were specifically.

25 CHAIRPERSON REITH: And they're also listed here

1 in our action agenda, but -- thank you; I wanted it  
2 --

3 MS. HARRIS-RITTER: Yes.

4 CHAIRPERSON REITH: -- for just the clarity of  
5 this motion --

6 MS. HARRIS-RITTER: Yes.

7 CHAIRPERSON REITH: -- for my colleagues to have  
8 the opportunity to be reminded on what the  
9 recommendation of the Department is.

10 MS. HARRIS-RITTER: Thank you.

11 CHAIRPERSON REITH: So with that, it is now to  
12 the discretion --

13 DR. HILL: Can we have some discussion?

14 CHAIRPERSON REITH: Yes, Dr. Hill.

15 DR. HILL: Okay.

16 CHAIRPERSON REITH: Yes, most definitely.

17 DR. HILL: Just based off -- and I know we talk  
18 about academic distress; I know I'm on the discipline  
19 committee. I left that this morning at 8:30. And I  
20 know we give waivers oftentimes because we don't have  
21 people qualified. I know identifiable role models  
22 are critical in the area for which we're concerned  
23 with. And although not taking it lightly on what has  
24 happened, I have been a coach; I've been in a lot of  
25 situations. There's not an excuse for anything. But

1 I think based on the fact that the new superintendent  
2 has spoken that -- and as a board we're deciding  
3 hiring and daily operation practices for a school  
4 district, that we're deciding the personnel and what  
5 they need from this board. And I'm not saying that  
6 the superintendent has to hire him, or the new  
7 principal. But based on being in situations that you  
8 realize the challenges that we have for identifiable  
9 role models, people who are respected in the  
10 community, the decisions that can be made -- nobody  
11 has to hire him; in fact, they could terminate him.  
12 But I think for a board to remove the licenses of a  
13 person who has shown many, many years of goodwill in  
14 the community is punitive and could be harmful to the  
15 community that's looking for positive role models  
16 that could follow -- replace the fathers. I'm not  
17 saying that he was right; I'm not saying that, you  
18 know, by giving any reason -- in fact, it's  
19 unacceptable as being an administrator. However, I  
20 think that, you know, a strict probationary term and  
21 evaluation to see exactly how that will work is what  
22 I'm hoping that this board will consider.

23 CHAIRPERSON REITH: And then with that, Dr.  
24 Hill, if you have -- no, most definitely -- but did  
25 you have a sense within that of the type of --

1 DR. HILL: I would -- yes. I would say -- well,  
2 I was looking at a two-year probationary term that  
3 would come up that -- for the new superintendent to  
4 understand, because once again that's a day-to-day  
5 operation decision that we're not there. I don't  
6 think we can sit here and tell them what they need in  
7 their community. And we're giving waivers for  
8 people, individuals, that are not -- you know --  
9 don't have the things that we've shown that even met  
10 those criteria. And it's in the Delta. We talk  
11 about trying to find that. And I think that if we  
12 put some strict parameters around that and allow him  
13 the opportunity to -- we call it restorative justice  
14 -- to give back and maybe do community service to go  
15 in and to make sure this doesn't happen again. And  
16 if it does then we realize that, you know, that we  
17 could act accordingly, swiftly, and move forward.

18 CHAIRPERSON REITH: Thank you.

19 Yes, Dr. Barth.

20 DR. BARTH: You know, I think what's gnawing at  
21 me and it's my question about the Dean of Students'  
22 role. I mean, I do -- I mean, I agree with much of  
23 what Dr. Hill said, but I do think that the fact that  
24 he was in that role as the chief disciplinary officer  
25 in the school raises deeper concerns about this

1 behavior. You know, there are good role models and  
2 then there are deeply problematic role models, and  
3 especially in terms of school discipline this is a  
4 pretty bad role model for how discipline is handled.  
5 And, you know, and this kind of would appear to be a  
6 quick action towards a more violent response rather  
7 than a -- and I know it's -- the context is what it  
8 is. I think we saw the conflictual nature of what  
9 was going on. But, you know, adults have that  
10 responsibility --

11 DR. HILL: Absolutely.

12 DR. BARTH: -- to control themselves, especially  
13 when they're responsible for the discipline in the  
14 school district.

15 DR. HILL: So are you saying that his position  
16 you don't like, moving forward as Dean of Students,  
17 or --

18 DR. BARTH: I'm pretty troubled by it.

19 DR. HILL: Yeah.

20 DR. BARTH: But --

21 DR. HILL: But you're okay with the probationary  
22 without the title?

23 DR. BARTH: I think that would probably get me  
24 there, but we also know that's a local issue --

25 DR. HILL: Absolutely. Right.

1 DR. BARTH: -- in terms of what positions folks  
2 are in. And this is -- you know, this is really out  
3 of our -- it's a close call for me. I mean, I think  
4 in general I'm there with a more -- a probation, but  
5 it does feel like it goes to another level. And I  
6 think, you know, based on what we see it could've  
7 gone badly off-track if a fall had gone the other  
8 way. We know this would be a very different kind of  
9 case that we'd be dealing with. Fortunately, it did  
10 not -- you know -- did not lead to harm, permanent  
11 harm to the student.

12 DR. HILL: Right.

13 DR. BARTH: It's just a close call. I mean, I  
14 don't disagree, but it just feels a little more  
15 problematic than that.

16 DR. HILL: Well, I think we all know, as my  
17 mother always tells me, you know, you can live good  
18 for 20 years and then one day make one mistake and  
19 that ruins your 20 years of good living -- and I  
20 think that's what we're dealing with right here. But  
21 I think the fact that -- it seems like we're over-  
22 reaching our boundaries for the personnel. I mean,  
23 we're not saying they can't terminate him; what we're  
24 saying is we're not going to remove his licensure for  
25 him to do that. Now if the superintendent and the

1 principal do not want to keep him there because they  
2 don't see value of him being there that's their  
3 discretion. But for us to decide that for them I  
4 think that that's not what boards do. But what we're  
5 saying is that we understand that he's over-stepped  
6 his boundaries and that we definitely need to put  
7 some type of sanction -- because the behavior is not  
8 acceptable, and that we want to allow him to restore  
9 himself because of the recommendation that comes from  
10 the leaders of the community. And for that reason --  
11 you know, what that probationary period is, Chairman,  
12 I think that we can work with our --

13 CHAIRPERSON REITH: PLSB. Yeah.

14 DR. HILL: -- to decide what that is. But I  
15 just think to just give a year, I don't know that we  
16 as a board can do that. I would like for us to go  
17 back and have them come up, if we accept that, based  
18 on that -- rather -- because I think that's too  
19 harsh.

20 CHAIRPERSON REITH: Thank you. And just as a  
21 point of order to that though, I think the  
22 appropriate is offer the replacement -- right -- the  
23 appropriate behavior versus -- because they've given  
24 their -- what they have given to us at this point  
25 represents their recommendation. So, but that is --

1 and that's why there's, within the due process, us in  
2 that, in that we could come to the discretion that  
3 that is too harsh and offer an alternative. But I  
4 don't think there is of going back to the PLSB --

5 DR. HILL: Okay.

6 CHAIRPERSON REITH: -- in that regard. Just to  
7 offer that for a point of order, not trying to sway  
8 colleagues one way or the other.

9 Yes, Ms. Dean.

10 MS. DEAN: I just have to agree with Dr. Hill  
11 and second what he says. I believe that the  
12 recommendations are too harsh for this situation  
13 based on the testimony of the people in the  
14 community, the incoming superintendent, the fact that  
15 they see value in him being there with the students.  
16 I agree this was -- especially after seeing the video  
17 and hearing -- reading through the testimony, it was  
18 not -- it was not the best behavior for a Dean of  
19 Students. I agree with you, Dr. Barth. But as Dr.  
20 Hill said, you can do really well for 20-something  
21 years and you make -- we're human; we make mistakes.  
22 As adults we do have responsibilities, but as adults  
23 we're still human. And I think to just disregard and  
24 ignore all of the good that he's done in the  
25 community and the fact that the community embraces

1 him and wants him there, I think it's important for  
2 us to listen to that local control and go with the  
3 recommendations that he offered as the two-year  
4 probation that his lawyer offered with the \$75 --

5 MS. ZOOK: Fine.

6 MS. DEAN: -- fine -- thank you -- and all of  
7 the courses. I never think it's -- I think it's  
8 never too late to learn. And although he has years  
9 of experience I think he's shown and proven to us  
10 that he is willing to learn and that he's willing to  
11 learn from this mistake and from the error of his  
12 ways and learn something new and apply it to helping  
13 the children in this community. So I think we should  
14 go with the recommendations of his lawyer for the  
15 settlement.

16 CHAIRPERSON REITH: Thank you, Ms. Dean. Did  
17 you want to turn that into a motion or would you want  
18 to see further discussion first?

19 MS. DEAN: See if there's further discussion.

20 CHAIRPERSON REITH: Yes, Ms. Chambers.

21 MS. CHAMBERS: I agree with what you said,  
22 Charisse, and I think that sounds reasonable. To  
23 address Dr. Barth's concern, which I share, I was  
24 reflecting on -- not rationalizing, but I'm guessing  
25 spirits and adrenaline was running high if they were

1 on their way to a state basketball tournament -- and  
2 not that that justifies anything, but it might  
3 underscore the circumstance. I was curious if Mr.  
4 Clay had ever taken the opportunity to address the  
5 school after this happened. Sometimes when events  
6 happen that are unfortunate and disproportionate  
7 maybe to the character of the individual sometimes,  
8 especially when you think about the Dean of Students  
9 standing in front of the school body and talking  
10 about "I was wrong." I know there's a vulnerability  
11 to that, but it's actually powerful and sends a  
12 message that we all make mistakes and here's how we  
13 handle it. Has that ever happened, Mr. Donaldson?

14 MR. DONALDSON: He certainly took --

15 CHAIRPERSON REITH: Could you come to the mic  
16 please -- I'm sorry -- for the purposes of the record  
17 and live-streaming.

18 MR. DONALDSON: Sure. He certainly took  
19 responsibility for his actions in the public hearing  
20 before the school board, and there were hundreds of  
21 people there, including some of the students. He's  
22 not gone in front of the whole school; honestly, that  
23 would've been something I would have advised him not  
24 to do, you know, while this matter is pending. So, I  
25 mean, you've got to understand that, you know, us

1 lawyers we're a cautious bunch and we don't like our  
2 clients talking to anybody they don't have to when  
3 there's something pending. You know, I think if this  
4 is resolved that changes that and that removes any  
5 concern I might have about him, you know, saying  
6 whatever he wants to say to anybody. But certainly  
7 in a public forum in our community he took  
8 responsibility for his action, no doubt about it, and  
9 expressed regret for the circumstances.

10 MS. CHAMBERS: And I appreciate the legal  
11 perspective. But when we were talking about if it's  
12 a year probation and there's a fine and there's some  
13 classes. And I don't know if it's appropriate for us  
14 to ask this as well but I'm more concerned about what  
15 the students take away from this, especially if he's  
16 going to be the Dean of Students.

17 MR. DONALDSON: Right.

18 MS. CHAMBERS: Is there merit or value in adding  
19 some element of that to what we would ask for in  
20 exchange to a probationary status as opposed to  
21 suspension.

22 DR. HILL: Restorative justice. That's exactly  
23 how that works.

24 CHAIRPERSON REITH: Any additional discussion?

25 MS. ZOOK: I think too one of the things in a

1 good classroom management session that you learn --  
2 and I suspect this particular coach may have used  
3 before -- that when you're addressing a group of  
4 athletes or a group of young teenagers sometimes if  
5 you'll get up from where you're sitting and go back  
6 to where they are and talk to them face-to-face, as  
7 opposed to sitting and coming to them with direction  
8 over your shoulder, then you can quieten a situation  
9 before it gets to this point. And the fact that he  
10 has the years prior and then the school has kept him  
11 for the 15 months since, I think that -- I'm real big  
12 on immediate and specific when you come to  
13 discipline, whether it's positive reinforcement or  
14 discipline that winds up being looked at as a  
15 punishment -- and this is neither immediate or  
16 specific.

17 So I think that I agree with the others that a  
18 couple of years probation and attend these classes  
19 would be more appropriate and more effective, and  
20 then also communicate to the students you can  
21 improve, this one thing does not have to define you.  
22 So I would be in support of the articulation that Ms.  
23 Dean had made.

24 DR. HILL: And, lastly, Coach Clay, I would like  
25 to speak directly --

1 (COURT REPORTER'S NOTE: Coach Clay stands from  
2 his seat in the audience.)

3 DR. HILL: -- is that -- and being a coach for  
4 20 years I know sometimes the language barrier can  
5 come out. But I want to encourage you to be very  
6 cautious in using profanity moving forward. I just  
7 think -- and I have done it, but I tried to make it  
8 when it happened to be something so out of kilter  
9 that I was trying to make a point, that it was not  
10 standard operating language that was -- that my  
11 students saw that come from me. So, I mean, that to  
12 me is something that you can work on personally to  
13 make sure that's something that changes instantly.

14 COACH CLAY: Right.

15 DR. HILL: You know, and not talking, using that  
16 as common language as everyday behavior from  
17 yourself.

18 COACH CLAY: I understand. Thank you.

19 CHAIRPERSON REITH: Any additional discussion?  
20 Otherwise, I will entertain a motion.

21 Ms. Dean.

22 MS. DEAN: I move that we -- I don't know how to  
23 form -- I move that we offer the probation, that we  
24 assign a two-year probation, \$75 fine, and the  
25 classes that were outlined. So whatever it was that

1 was offered as the settlement we go with those  
2 parameters.

3 CHAIRPERSON REITH: Yeah, Commissioner.

4 COMMISSIONER: Maybe a suggestion that instead  
5 of the word "offer" you use the word "impose."

6 DR. HILL: And hers --

7 CHAIRPERSON REITH: Yes.

8 DR. HILL: -- we need to include that piece.

9 MS. DEAN: Help me.

10 MS. CHAMBERS: As part of -- in addition to the  
11 education to pick an opportunity to stand in front of  
12 the student body and express what's been learned.

13 MS. ZOOK: Assuming that's okay with the  
14 principal and superintendent.

15 MS. NEWTON: I was going to say that's a local  
16 decision, so I'm not sure that, you know, we could  
17 impose that.

18 CHAIRPERSON REITH: Sorry. As a point of order,  
19 we do need a first and a second and then we can have  
20 discussion on amending it. So --

21 MS. DEAN: Can I add that into the motion  
22 though?

23 CHAIRPERSON REITH: You can add it --

24 MS. DEAN: Okay.

25 CHAIRPERSON REITH: -- into the motion and then

1 -- but in terms of the exact wording, that would have  
2 to be decided after we have a first and a second --

3 MS. DEAN: Okay.

4 CHAIRPERSON REITH: -- and then we can fine-tune  
5 wording from there.

6 MS. DEAN: So I'd also like to add that he have  
7 an opportunity -- to impose an opportunity for him to  
8 speak to the student body, as well.

9 CHAIRPERSON REITH: Thank you. And so I have a  
10 motion made by Ms. Dean. Do I have a second?

11 MS. CHAMBERS: Second.

12 CHAIRPERSON REITH: Okay. Second by Ms.  
13 Chambers.

14 Now discussion on wording and maybe a question  
15 here, I guess, for Legal. Is it appropriate to, Ms.  
16 Harris-Ritter, to ask him to address the student body  
17 or is that a question I think of local -- a local  
18 decision?

19 MS. HARRIS-RITTER: You can ask him to do that  
20 and it would be up to the local to arrange it to  
21 happen.

22 DR. HILL: Recommend.

23 MS. DEAN: Recommend. I recommend that.

24 CHAIRPERSON REITH: So the first --

25 MS. DEAN: Yes.

1 CHAIRPERSON REITH: The first part is impose and  
2 the last --

3 MS. DEAN: Yes. And recommend.

4 CHAIRPERSON REITH: -- with the last stipulation  
5 recommend --

6 MS. DEAN: Uh-huh.

7 CHAIRPERSON REITH: -- to offer that  
8 opportunity.

9 MR. WILLIAMSON: I'll second that.

10 MS. DEAN: All right.

11 CHAIRPERSON REITH: Well, we already had a first  
12 and second, and so if there's no change in language  
13 --

14 MR. WILLIAMSON: To recommend.

15 CHAIRPERSON REITH: So, well, the word recommend  
16 --

17 MS. DEAN: Yes. Impose --

18 CHAIRPERSON REITH: So you're seconding the  
19 amendment?

20 MR. WILLIAMSON: Yes.

21 CHAIRPERSON REITH: Then duly noted. So Ms.  
22 Dean amends her own motion and it's seconded by Mr.  
23 Williamson.

24 Any further discussion on this point? Otherwise  
25 -- yes, Dr. Barth.

1 DR. BARTH: Just a question for Legal about  
2 language we typically include about future instances  
3 that come -- or am I missing -- it's included --

4 MS. HARRIS-RITTER: It will be in the order --

5 DR. BARTH: Okay.

6 MS. HARRIS-RITTER: -- regarding the time this  
7 will be on his record.

8 DR. BARTH: Okay. And any --

9 MS. HARRIS-RITTER: And that if he does anything  
10 in the future then he is going to be vulnerable to  
11 additional sanction by the State Board.

12 DR. BARTH: Okay. I just wanted to be certain  
13 that that was included. Thank you.

14 CHAIRPERSON REITH: That's standard.

15 MS. HARRIS-RITTER: In the -- may I ask one more  
16 question? In the recommendation from the PLSB, in  
17 addition to taking the classes they recommended that  
18 the Educator prepare written reflections on what he  
19 learned in the courses that he would be taking. Do  
20 you wish to incorporate that as well as the courses?

21 MS. DEAN: Yes.

22 DR. HILL: Yes.

23 MS. HARRIS-RITTER: Okay. And then one more  
24 thing, in addition to your order on the sanction  
25 under the Administrative Procedures Act you need to

1 have findings which indicate the basis of why that's  
2 your sanction.

3 CHAIRPERSON REITH: So with that --

4 MS. HARRIS-RITTER: You could -- may I make a  
5 suggestion?

6 CHAIRPERSON REITH: Yes.

7 MS. HARRIS-RITTER: You could adopt what came  
8 from the Evidentiary Hearing Panel and the Ethics  
9 Subcommittee and then just simply say you are not  
10 adopting their recommendation on the sanction.

11 CHAIRPERSON REITH: So we adopt findings but not  
12 the recommendation --

13 MS. HARRIS-RITTER: Correct.

14 CHAIRPERSON REITH: -- and instead, impose --

15 MS. HARRIS-RITTER: Your own.

16 CHAIRPERSON REITH: -- our own, which are the  
17 parameters as worded by Dr. -- Mr. Donaldson, and in  
18 addition a recommendation to the local authorities to  
19 offer a space for him to address the student body,  
20 and in addition to offer written comments upon  
21 conclusion of his courses?

22 MS. HARRIS-RITTER: Yes.

23 CHAIRPERSON REITH: Okay. And would that have  
24 to be in the form of an amendment to the original  
25 motion since we are adding a few things?

1 MS. HARRIS-RITTER: Well, you're doing a motion  
2 on the sanction right now, then you could do a motion  
3 on adding the findings that you want, that you're  
4 adopting those other findings. But to answer your  
5 question, if you're doing the sanction then probably  
6 you should amend it to include the written  
7 reflections, anything else you want in the sanction  
8 portion of it.

9 CHAIRPERSON REITH: Okay. And so the motion on  
10 the table is in regards to the sanction, which Ms.  
11 Dean has offered, and it sounded as if there was a  
12 verbal consensus. We do need to now put in the  
13 format of a motion, a motion to amend the original  
14 motion that would reflect the written courses. Would  
15 anyone like to offer that motion?

16 MS. DEAN: So moved.

17 CHAIRPERSON REITH: Okay. And do we have a  
18 second for that motion?

19 DR. HILL: Second.

20 CHAIRPERSON REITH: Okay. So that is the active  
21 motion that is on the table -- and again this is just  
22 in regards to the sanction. And for reiteration, it  
23 is the parameters of what has been offered by Mr.  
24 Donaldson as an imposition recommendation in regards  
25 to local authorities to coordinate an opportunity for

1 Coach Clay to address the student body and  
2 recommendation in regards to offering written  
3 comments upon conclusion of the courses and his  
4 learning. Is everyone in agreement that that is the  
5 active motion that is on the table?

6 So motion made again by Ms. Dean and it was  
7 seconded by -- was it Dr. Hill?

8 So all in favor?

9 (UNANIMOUS CHORUS OF AYES)

10 CHAIRPERSON REITH: Any opposed?

11 Motion carries unanimously.

12 And now we do need a motion in regards to the  
13 findings. And as offered by Ms. Ritter-Harris, it  
14 could be as simple as acceptance of the findings as  
15 revealed by the Evidentiary and Ethics committees.

16 Is there a motion towards and in regards to the  
17 findings?

18 DR. BARTH: So moved.

19 CHAIRPERSON REITH: Okay. Do I have a second?

20 MS. CHAMBERS: Second.

21 CHAIRPERSON REITH: Motion made by Dr. Barth and  
22 seconded by Ms. Chambers.

23 All in favor?

24 (MAJORITY CHORUS OF AYES)

25 CHAIRPERSON REITH: Any opposed?

1 MS. ZOOK: Aye.

2 CHAIRPERSON REITH: Okay. Motion carries,  
3 majority. Please note the opposition of Ms. Zook, a  
4 no vote by Ms. Zook.

5 And, Ms. Ritter -- Harris-Ritter, we are  
6 concluded with this action item; is that correct? Or  
7 are there any additional --

8 MS. HARRIS-RITTER: Yes. Yes, we are.

9 CHAIRPERSON REITH: Okay. Thank you. And thank  
10 you to all in this regard. And, Coach Clay, I hope  
11 that you can take the comments seriously of the board  
12 here, concerns expressed, but at the same time  
13 aspirations because of your long trajectory of  
14 service. And so we hope we do not see you here  
15 again.

16 MR. CLAY: Absolutely. Thank you.

17 CHAIRPERSON REITH: Thank you. Thank you so  
18 much.

19 A-8: CONSIDERATION OF REVOCATION OF TEACHING LICENSE - WILLIAM  
20 HARDIMAN

21 CHAIRPERSON REITH: Now moving on to Action  
22 Agenda Item A-8, the Consideration of Revocation of  
23 Teaching License for Mr. William Hardiman. Ms.  
24 Harris-Ritter, you're once again recognized.

25 MS. HARRIS-RITTER: Yes, thank you. And I took

1 the opportunity during --

2 CHAIRPERSON REITH: Oh. Just for those again  
3 following, we did already consider A-7. That was the  
4 reverse in order with a teacher that was trying to  
5 urgently get back.

6 MS. HARRIS-RITTER: Right.

7 CHAIRPERSON REITH: So we did already address A-  
8 7. So A-8, Ms. Harris-Ritter.

9 MS. HARRIS-RITTER: Thank you. During the break  
10 I did take the opportunity to give you a handout for  
11 this one and the next two that follow it. The  
12 request for revocation of educator license on Mr.  
13 Hardiman -- Mr. Hardiman was a coach and teacher at  
14 Parkview High School. He holds a teaching license  
15 that is valid through December 31, 2019. He had  
16 ethics violations that occurred between March 2015  
17 and March 2016. There was an allegation of sexual  
18 contact with a 17-year old female student. On  
19 January 12, 2017, he entered a plea of guilty to  
20 First Degree Sexual Assault in Pulaski County Circuit  
21 Court. He's required to register as a sex offender  
22 and he was sentenced to probation for five years.  
23 The sentencing information is attached. We sent him  
24 a letter on February 23rd, advising that we were  
25 going to request revocation of his license because

1           this is one of the enumerated offenses; you cannot be  
2           teaching if you have pled guilty or been convicted of  
3           this particular offense. We had no response from Mr.  
4           Hardiman, although I did have several conversations  
5           with his attorney and at one time thought he was  
6           going to voluntarily surrender, which did not happen.

7           So what I'm looking for is a motion that you  
8           revoke his license.

9           MS. ZOOK: I move that we revoke his license.

10          MS. NEWTON: Second.

11          CHAIRPERSON REITH: And then, Ms. Harris-Ritter,  
12          before we do, just to make sure no one is here -- no  
13          counsel or any representatives on his behalf --

14          MS. HARRIS-RITTER: No one.

15          CHAIRPERSON REITH: -- to offer testimony?  
16          Okay.

17          Then, once again, a motion made by Ms. Zook,  
18          seconded by Ms. Newton.

19          All in favor?

20                         (UNANIMOUS CHORUS OF AYES)

21          CHAIRPERSON REITH: Any opposed?

22          Motion carries unanimously.

23   A-9: CONSIDERATION OF REVOCATION OF TEACHING LICENSE - LESTER  
24   DWAYNE CURRY

25          CHAIRPERSON REITH: Action Agenda Item A-9,

1 Consideration of Revocation of Teaching License for  
2 Lester Dwayne Curry. Once again, Ms. Harris-Ritter.

3 MS. HARRIS-RITTER: Thank you. Mr. Curry was at  
4 Lake Hamilton Middle School in Lake Hamilton School  
5 District at the time of his crimes. He was 60 to 61  
6 years old. He holds a teaching license that was  
7 valid through December 31, 2016. He did not apply  
8 for renewal, but we still need to go ahead and  
9 revoke. Is that correct, Ms. Reinhart?

10 MS. REINHART: Yes.

11 MS. HARRIS-RITTER: Yes.

12 MS. REINHART: Non-renewal.

13 MS. HARRIS-RITTER: It's non-renew basically.  
14 Ethics violations occurred in August of 2015 through  
15 May of 2016, and again in November of 2016. He  
16 entered a plea of guilty to Felony Sexual Indecency  
17 with a Child in Garland County Circuit Court. He's  
18 required to register as a sex offender and he was  
19 sentenced to five years in prison. He's currently  
20 incarcerated in the Grimes Unit of the Arkansas  
21 Department of Corrections in Newport, Arkansas. His  
22 attorney did respond to our notice and said he would  
23 voluntarily surrender, but that has never been  
24 received.

25 MS. ZOOK: I move that we revoke the license.

1 MS. CHAMBERS: Second.

2 MR. BLACK: Second.

3 CHAIRPERSON REITH: Motion made by Ms. Zook,  
4 seconded by Ms. Chambers.

5 And again confirming no one is here on his  
6 behalf?

7 MS. HARRIS-RITTER: That's correct.

8 CHAIRPERSON REITH: All in favor?

9 (UNANIMOUS CHORUS OF AYES)

10 CHAIRPERSON REITH: Any opposed?

11 Motion carries unanimously.

12 A-10: CONSIDERATION OF REVOCATION OF TEACHING LICENSE - JAMES  
13 C. ARENDER

14 CHAIRPERSON REITH: Moving on to Action Agenda  
15 Item A-10, Consideration of Revocation of Teaching  
16 License, James Arender.

17 MS. HARRIS-RITTER: Mr. Arender holds a teaching  
18 license that is valid through December 31, 2017. On  
19 August 16, 2016, he pled guilty to felony Possession  
20 of Drug Paraphernalia, Manufacture of  
21 Methamphetamine/Cocaine, which is again an enumerated  
22 offense under Arkansas Code Annotated 5-64-443(b),  
23 which means he cannot be teaching since he has been  
24 convicted of that. He was given probation for 60  
25 months. He also had an additional violation in

1 January of this year which appears to be a probation  
2 violation. We sent him information; it was  
3 delivered, it was tracked, but he did not respond.

4 CHAIRPERSON REITH: Thank you. And so the  
5 recommendation is revocation?

6 MS. HARRIS-RITTER: Yes, it is.

7 CHAIRPERSON REITH: And no one here is speaking  
8 on his behalf?

9 MS. HARRIS-RITTER: No one.

10 CHAIRPERSON REITH: Then I'll entertain a motion  
11 from the Board or questions.

12 MS. ZOOK: I move that we revoke the license.

13 MR. BLACK: Second.

14 CHAIRPERSON REITH: Okay. Motion made by Ms.  
15 Zook, seconded by Mr. Black.

16 All in favor?

17 (UNANIMOUS CHORUS OF AYES)

18 CHAIRPERSON REITH: Any opposed?

19 Motion carries unanimously.

20 Thank you so much, Ms. Harris-Ritter.

21 MS. HARRIS-RITTER: Thank you.

22 A-11: CONSIDERATION OF THE RECOMMENDATION OF THE OFFICE OF  
23 EDUCATOR EFFECTIVENESS, NATIONAL BOARD FOR PROFESSIONAL  
24 TEACHING STANDARDS ADVISORY SUBCOMMITTEE, FOR SUSPENSION OF  
25 LICENSE - MELISSA ADAMSON (RICE)

1 CHAIRPERSON REITH: Moving on now to Action  
2 Agenda Item A-11, Consideration of the Recommendation  
3 of the Office of Educator Effectiveness in regards to  
4 the Suspension of License for Melissa Adamson (Rice).  
5 Ms. Pfeffer, you are recognized.

6 DR. PFEFFER: Thank you. On this action agenda  
7 item this is a candidate who received funding for  
8 National Board candidacy and did not complete that  
9 process and has not repaid the funds as was agreed to  
10 for candidates who accepted the scholarship and did  
11 not complete the certification process. So at this  
12 time we are recommending suspension of the license  
13 until the repayment can be made.

14 DR. BARTH: I move suspension.

15 CHAIRPERSON REITH: Do I have a second?

16 MS. NEWTON: Second.

17 CHAIRPERSON REITH: Okay. Motion made by Dr.  
18 Barth and I'm afraid I -- was it Ms. Newton?

19 MS. NEWTON: (Nodding head up and down.)

20 CHAIRPERSON REITH: Second made by Ms. Newton.  
21 All in favor?

22 (UNANIMOUS CHORUS OF AYES)

23 CHAIRPERSON REITH: Any opposed?

24 Motion carries unanimously.

25 A-12: CONSIDERATION OF THE RECOMMENDATION OF THE OFFICE OF

1 EDUCATOR EFFECTIVENESS, NATIONAL BOARD FOR PROFESSIONAL  
2 TEACHING STANDARDS ADVISORY SUBCOMMITTEE, FOR SUSPENSION OF  
3 LICENSE - EVELYN E. JAMES

4 CHAIRPERSON REITH: Moving on to Action Agenda  
5 Item A-12, Consideration of the Suspension of License  
6 of Evelyn James. Ms. Pfeffer.

7 DR. PFEFFER: Yes. This is the same situation.  
8 Ms. James received the candidate funding and has not  
9 completed certification and has not repaid the funds.  
10 We would recommend the suspension until repayment is  
11 made.

12 CHAIRPERSON REITH: Do I have a motion in  
13 regards to this item?

14 MS. NEWTON: Recommend suspension until  
15 repayment is made.

16 DR. HILL: Second.

17 CHAIRPERSON REITH: Okay. Motion made by Ms.  
18 Newton, seconded by Dr. Hill.

19 All in favor?

20 (UNANIMOUS CHORUS OF AYES)

21 CHAIRPERSON REITH: Any opposed?

22 Motion carries unanimously.

23 A-13: CONSIDERATION OF THE RECOMMENDATION OF THE OFFICE OF  
24 EDUCATOR EFFECTIVENESS, NATIONAL BOARD FOR PROFESSIONAL  
25 TEACHING STANDARDS ADVISORY SUBCOMMITTEE, FOR SUSPENSION OF

1 LICENSE - YVETTE GREEN

2 CHAIRPERSON REITH: Moving on to Action Agenda  
3 Item A-13, Consideration of the Suspension of License  
4 of Yvette Green. Ms. Pfeffer.

5 DR. PFEFFER: Yes. And this is the same  
6 scenario. The candidate did not complete the process  
7 and has not repaid the funds that were received. And  
8 so we would recommend the suspension until the  
9 repayment is made.

10 CHAIRPERSON REITH: Okay. Do I have a motion  
11 regards to this agenda item?

12 DR. BARTH: Move suspension until repayment.

13 CHAIRPERSON REITH: Do I have a second?

14 MS. NEWTON: Second.

15 CHAIRPERSON REITH: Okay. Motion made by Dr.  
16 Barth, seconded by Ms. Newton.

17 All in favor?

18 (UNANIMOUS CHORUS OF AYES)

19 CHAIRPERSON REITH: Any opposed?

20 Once again, motion carries unanimously.

21 A-14: CONSIDERATION OF REPORT ON WAIVERS TO SCHOOL DISTRICTS  
22 FOR TEACHERS TEACHING OUT OF AREA FOR LONGER THAN THIRTY (30)  
23 DAYS

24 CHAIRPERSON REITH: And then, finally, Action  
25 Agenda Item A-14, Consideration of Report on Waivers

1 to School Districts for Teachers Teaching Out of Area  
2 for Longer than Thirty (30) Days. Ms. Pfeffer.

3 DR. PFEFFER: Yes. And this is something  
4 normally you would see on the Consent Agenda  
5 obviously, but we did move it to the Action Agenda  
6 item because there are a few things on the long-term  
7 sub waiver request that I wanted to be sure and let  
8 you know why we were recommending the waivers and  
9 kind of some things that happen. There are a few  
10 school districts that you can see where we are  
11 seeking to grant a waiver back from first semester  
12 for long-term subs. The waivers have to be approved  
13 each semester and you can have up to two consecutive  
14 semesters' approval for long-term sub. We had three  
15 school districts -- Rogers, Highland and Hope --  
16 where there was a paperwork issue. The attempts to  
17 complete the process were all made and these were  
18 just strictly paperwork issues that we have been able  
19 to clear up with those districts.

20 The Lonoke School District had -- this was  
21 related to a military deployment that was unexpected  
22 at the beginning of the year, some staffing changes  
23 in the central office, with that paperwork  
24 overlooked, and then the realization that that person  
25 was not going to return for second semester; so

1           therefore, we have worked with the superintendent  
2           there. But they have -- they had gone through all  
3           the proper steps in having a qualified person to be a  
4           long-term sub.

5           The Jacksonville North Pulaski School District,  
6           as we know, went through a tremendous hiring process;  
7           many, many, many new hires; sometimes new hires who  
8           left and they had to re-hire new hires. In this case  
9           they had two science teachers who are currently  
10          enrolled in an MAT program, so they have a  
11          provisional license for science; however, they were  
12          misplaced in a different science class, and when the  
13          district realized the error -- and those on a  
14          provisional license cannot be on an ALP, so that was  
15          something then that we've worked with that district.  
16          Those candidates will be licensed with a standard  
17          license very soon and so we would ask that we go  
18          ahead and -- they've completed the correct paperwork  
19          for them to be long-term subs instead of on an ALP.

20          And with the Palestine-Wheatley situation, this  
21          is an even more unique situation. The teacher is  
22          actually -- I'm going to try to get this right -- but  
23          actually has a license under our provisional  
24          professional teaching license for the middle level  
25          area, but then at kind of the last minute was

1 reassigned to an elementary area. The teacher has  
2 passed the elementary assessment but because of the  
3 PPTL being a provisional license we can't add the K-6  
4 area. They've corrected the situation for next year,  
5 so the teacher will be teaching in the correct grade  
6 level. And at the completion of the PPTL will be  
7 licensed in grades K-8, which is a very good thing.  
8 So we do not want to penalize that district and would  
9 ask that we can go ahead and clear it up as a long-  
10 term sub for the year. But the kids have had a  
11 strong teacher candidate.

12 So I think those were all of the standouts. If  
13 you have any other questions, I'll be happy to  
14 answer. But we just wanted to make sure that was  
15 very transparent this month.

16 CHAIRPERSON REITH: Thank you so much, Ms.  
17 Pfeffer.

18 With that, any additional questions from the  
19 Board?

20 Yes, Ms. Newton.

21 MS. NEWTON: I know we're getting to the end of  
22 the year, and I was just wondering if you were going  
23 to do any kind of report for this past school year,  
24 maybe the percentage of teachers a school had that  
25 were long-term subs or were under an ALP for, you

1 know, each -- maybe each school or each district,  
2 something along that line.

3 DR. PFEFFER: We can do a cumulative report. We  
4 can definitely produce that. Is that something you  
5 would want me to present maybe at the -- probably the  
6 July board meeting to get the --

7 MS. NEWTON: Yeah.

8 DR. PFEFFER: -- entire year?

9 MS. NEWTON: And maybe instead of individual  
10 numbers, to get a better picture maybe as a  
11 percentage of their total number of teachers.

12 DR. PFEFFER: We can do that. Yes.

13 MS. NEWTON: Okay.

14 DR. PFEFFER: We'll have that planned for the  
15 July board meeting, if it needs to be a report or  
16 action item, whatever we need to do.

17 MS. NEWTON: Okay. Thank you.

18 DR. PFEFFER: Okay.

19 CHAIRPERSON REITH: Thank you, Ms. Pfeffer.

20 Any additional questions or comments from the  
21 Board? Otherwise, I'll entertain a motion. Yes, Ms.  
22 Newton.

23 MS. NEWTON: I move to approve the report on  
24 waivers for teachers teaching out of area.

25 CHAIRPERSON REITH: Do I have a second?

1 MS. ZOOK: Second.

2 CHAIRPERSON REITH: Motion made by Ms. Newton,  
3 seconded by Ms. Zook.

4 All in favor?

5 (UNANIMOUS CHORUS OF AYES)

6 CHAIRPERSON REITH: Any opposed?

7 Motion carries unanimously. Thank you so much,  
8 Ms. Pfeffer.

9 B-1: DISTRICT REQUEST FOR WAIVERS GRANTED TO OPEN-ENROLLMENT  
10 CHARTERS: CEDAR RIDGE SCHOOL DISTRICT

11 CHAIRPERSON REITH: Now finally moving on to  
12 Action Agenda B for the afternoon; we are moving on  
13 to B-1. And with this item I do want to recognize  
14 Representative James Sturch who has joined us this  
15 afternoon and will be, my understanding, speaking --  
16 you'll be speaking to this first agenda item. So  
17 with your indulgence, Representative, we'll have our  
18 representative from the Department, Ms. McLaughlin,  
19 speak first to the item in terms of context. But  
20 thank you for joining us this afternoon.

21 Ms. McLaughlin, you're recognized.

22 MS. McLAUGHLIN: Thank you, Madam Chair. Kelly  
23 McLaughlin, ADE Charter Office.

24 Act 1240 of 2015 allows a school district to  
25 petition the State Board of Education for all or some

1 of the waivers granted to open-enrollment public  
2 charter schools that serve students who reside in the  
3 school district. Representatives of the Cedar Ridge  
4 School District are appearing before the Board with a  
5 petition for waivers; today they are asking for  
6 teacher licensure and a library media. Their 90 days  
7 expires on July 11th. They are requesting for five  
8 years. We have Andy Ashley, superintendent, and Greg  
9 Thetford, high school principal, available as well to  
10 participate in the presentation; also, Kathy Magness,  
11 elementary principal, Tracy Owens, instructional  
12 facilitator, and Ann Moore, school board member.

13 We do have Representative James Sturch,  
14 Chancellor Debbie Frazier from UACCB, and the North  
15 Central Co-op director Gerald Cooper available to  
16 speak on their behalf.

17 CHAIRPERSON REITH: And, Ms. McLaughlin, if you  
18 can remind us on the process; it's 20 minutes,  
19 correct?

20 MS. McLAUGHLIN: Yes.

21 CHAIRPERSON REITH: And then 20 minutes for any  
22 opposition. And from what I can see from the public  
23 sign-in there's no opposition signed up; is that  
24 correct, ma'am?

25 MS. McLAUGHLIN: Yes. The school district has

1           20 minutes, opposition has 20 minutes, and then they  
2           will have a 5-minute rebuttal. I can -- I will  
3           double-check to make sure that there is no one here  
4           in opposition. I'll do that right now.

5                   CHAIRPERSON REITH: Thank you so much, Ms.  
6           McLaughlin.

7                   With that, anyone planning to offer testimony  
8           today who is not an attorney if you could kindly  
9           stand at this time and raise your right hand. I do  
10          need to swear you in as we get started this  
11          afternoon. Do you swear or affirm that the testimony  
12          you're about to give shall be the truth, the whole  
13          truth, and nothing but the truth?

14                   (ALL SPEAKERS ANSWERED AFFIRMATIVELY)

15                   CHAIRPERSON REITH: Okay. Wonderful. Thank  
16          you.

17                   So with that, to the Cedar Ridge School  
18          District, you are recognized for your 20 minutes.  
19          You may divide it however you wish.

20                   SUPT. ASHLEY: Thank you very much for your  
21          time. She took all the introduction, so I just want  
22          to thank those people --

23                   CHAIRPERSON REITH: I'm sorry; if you could  
24          kindly say your name and title for the purpose of the  
25          record.

1           SUPT. ASHLEY: Yes. Andy Ashley,  
2 superintendent, Cedar Ridge Schools.

3           I want to appreciate the people that have come  
4 and driven -- Mr. Cooper, Representative Sturch, and  
5 Ms. Frazier, Chancellor at UACCB -- for coming and  
6 supporting us in our endeavors.

7           We're a very small rural school district in  
8 north central Arkansas near Batesville and Newport.  
9 We faced many of the flooding that you heard of over  
10 the past few weeks, so we are recuperating from that.  
11 We've been working with the -- in a partnership with  
12 the Arkansas Leadership Academy; we're in their  
13 organizational development program, which our  
14 principals are going through the master principal  
15 program. We've got a district leadership team and  
16 next year our teachers will be going to building  
17 level leadership teams.

18           Over the past school year we have spent many  
19 hours creating, refining, and finishing our mission  
20 statement. This is our new mission statement: "Cedar  
21 Ridge School exists to provide an environment where  
22 everyone thrives to develop successful individuals  
23 through positive relationships, relative experiences,  
24 and high expectations." And our vision is "Preparing  
25 today's students to become tomorrow's leaders." And

1           that leader thing is important because the thing that  
2           we want to get with our students is that every  
3           student is a leader in some capacity. Whether it's  
4           being a mom or being a dad or being a president or  
5           being whatever it is they're going to be a leader to  
6           someone in some capacity. So that's very important  
7           to us as we move forward.

8           Our core beliefs: we believe everyone can learn,  
9           grow and improve; everyone should be cared for and  
10          valued; we believe providing the best learning  
11          environment for all; we believe in high expectations  
12          for everyone; and we believe education should be  
13          engaging, relevant, and rigorous.

14          These are some of our students.

15          We have two elementary schools: Port Charlotte  
16          Elementary School, which is a very small or  
17          consolidated school district, had a little less than  
18          100 students; our Newark campus has about 250 or so;  
19          and then our high school campus, which is Cedar Ridge  
20          High School, around a total of 775 students. We're  
21          on 72% free and reduced lunch rate. So our kids  
22          struggle with some of the things that we need.

23          So one of the things that we have as we've  
24          worked through this process looked at is thinking  
25          about our students. And something that part of the

1 National Superintendents Organization -- an  
2 initiative that our school district and board has  
3 adopted is redefining "ready." We hear all the time  
4 they need to be college and career ready; they need  
5 to be college and career -- well, what does that  
6 really mean? Well, through the organization of the  
7 Superintendents Association they have come up with  
8 some metrics to be able to measure what that actually  
9 means, be able to have some standard and say, "Yeah,  
10 you are college ready; you are career ready." And  
11 you can see those. We did some initial data for our  
12 graduating class of this year -- because what we want  
13 to do is see does this initiative change our kids  
14 next year; do we see a growth in our kids that are  
15 college and career ready. If we don't, then we need  
16 to come back and revisit what we're doing. Right now  
17 in our graduating class we have 51 seniors, and of  
18 those 51 seniors we had 26 that were considered  
19 college ready according to this metric. This metric  
20 has been adopted by many states; many are using this  
21 in their ESSA applications. Career ready, we had 15  
22 students out of our 51 students that met the criteria  
23 of being career ready. When we got this data and we  
24 looked at it, it was kind of depressing. We  
25 recognize that we need to improve and we want to

1 improve. We had a total of 7 of our 51 kids that  
2 were both career and college ready. So our hope and  
3 desire is as we look at some of these waivers is to  
4 be able to justify and address these things that make  
5 a kid be college ready, career ready, and be able to  
6 have a metric to say, "Yes, you did," instead of us  
7 just throwing around the term, "Oh, he needs to be  
8 college and career ready" or "She needs to be college  
9 and career ready," but some standard that we can  
10 actually judge that by.

11 Our purpose in addressing these waivers is to  
12 provide the best personalized learning environment  
13 for our students by giving the district the needed  
14 flexibility. The Act 1240 waivers allow us to start  
15 this as early as August. We've looked and considered  
16 the charter school; we've looked at the school of  
17 innovation. This is my second year, finishing up my  
18 second year as a superintendent for the first time.  
19 And my thought process was if we take that time and  
20 we don't get started now then I've got a whole year  
21 that these kids are going to miss out on some  
22 opportunities, the whole senior class that are not  
23 going to have these opportunities. So that's why  
24 we're asking for these waivers, is because we want to  
25 start this in August. We want to come back and have

1 this program ready for our kids and not wait. We  
2 don't anticipate any significant financial impact.  
3 We've not been identified in any area as distressed  
4 by the State.

5 The first one we're looking at, waiver, is  
6 Teacher Licensure. We would like to hire community  
7 professionals without teaching licenses to instruct  
8 in areas of their expertise. We have a master  
9 electrician that is on staff. We would love to have  
10 the opportunity to allow him to take some young men  
11 and young women and teach them electricity, and while  
12 they're there they go out and actually work and fix  
13 lights in the school. We've got a gentleman in our  
14 school district that has degree in plant science.  
15 We'd love for him to come teach one class on row  
16 crops in our community. We're going to hire a new  
17 technology director and if he fits this we may want  
18 him to teach something. So we're looking at these  
19 things in our career technical classes for teacher  
20 licensures. The other part of the teacher licensures  
21 that we're looking at, with two rural elementary  
22 schools -- an example we had is this year at our --  
23 one of our campuses we had seven 5th graders and we  
24 had eight 6th graders. So we had 15 kids and they  
25 taught -- we taught a blended class because of the

1 numbers. It worked out where that teacher was okay  
2 to teach that, but if it would've been a 4-5 and they  
3 had a P-4 license they wouldn't have been able to  
4 teach that 5th grade class. Or if they have a 5-8  
5 certification and they need to teach 4th grade they  
6 wouldn't have that certification. Or we have a K-4  
7 -- I mean, a 1-6 -- these are just some examples.  
8 We'd like to have the opportunity to teach above or  
9 below a grade level to help those fluctuating  
10 populations. We had a situation where -- we'll move  
11 to that in a second. Those are the teacher licensure  
12 requests that we're looking at.

13 The next one is Class Size Load and this is  
14 where I was going. When we started school this last  
15 year we had 47 7th graders. Well, by the end of the  
16 year we had 61. That's too many; we didn't have a  
17 place to put them. It was going to put us over our  
18 limit. And so what we're asking is that on these  
19 rare circumstances we'll be able to go three above  
20 the standard. Our goal is to stay at the standard;  
21 our goal is not to exceed the standard, but stay at  
22 the standard. We met with our teachers. Our  
23 principals went through this, through all these  
24 waivers in their PLCs and discussed these. Also, the  
25 district would compensate those teachers for any

1 allowances that are over the actual standard.

2 And Mr. Thetford is going to come and talk to  
3 you just a little bit about the flexible schedule.

4 MR. THETFORD: Good afternoon. I'm Greg  
5 Thetford, high school principal. We are looking at  
6 doing the flex-mod and the flexible modular  
7 scheduling. I didn't put an example up here because  
8 I know you've seen it. I mean, I know you've seen  
9 probably multiple ones. They're all adaptable and  
10 adjustable. We're not sure exactly what ours will  
11 look like yet. We're going to work with the -- I  
12 think at this point with the Pace Group to put that  
13 together.

14 What we would like is the flexibility to teach  
15 our students stuff that maybe they don't get in  
16 regular classes. I was having a conversation with  
17 some kids the other day, it was a boy and a girl, and  
18 I said, you know, "Do you know how to change the oil  
19 in a car?" And the boy said, "Yeah, I know how to do  
20 that," and the girl said, "Well, I don't know how to  
21 do that." So, "Can you change a tire?" The boy  
22 said, "Yeah, I know how to do that;" the girl said,  
23 "I don't know how to do that." I said, "Can you  
24 sauté mushrooms for a burger?" And the guy said,  
25 "No, I don't know how to do that," and the girl said,

1 "Well, I could do that." So with a flexible schedule  
2 it gives opportunity to teach kids soft skills and  
3 other skills like that that maybe they wouldn't  
4 normally get in classes because we're restricted to  
5 teaching certain things.

6 Advisory Program -- we do an advisory program.

7 Industrial Credentials and Certificates -- we've  
8 got a student right now going to ASU-Newport, to one  
9 of their programs, who by the end of the summer will  
10 come out as a fully certified diesel mechanic. With  
11 more flexibility we could offer this to more  
12 students. My counselor works awfully hard and one of  
13 the things she said is with the restrictions that we  
14 have right now we just can't offer it to everybody  
15 that needs it. We want to, but we just can't.

16 So also RTI, trying to find a way to address  
17 Response to Intervention is tough. At the middle  
18 school, junior high and high school level especially  
19 it's tough to find a way to reach these kids that are  
20 maybe falling through the cracks. And everybody  
21 wants to, but trying to find a solution is difficult  
22 and that's what we hope to accomplish by going to the  
23 flex-mod schedule.

24 Also, Apprenticeship and Employment -- I was  
25 talking to Greenway, the John Deere dealer, the other

1 day at school and he said, "Yeah, we've got  
2 apprenticeships. We can put your -- we can put your  
3 students in our business at Newport to work on these  
4 diesels so they know if they want to do it or not."  
5 But the problem is we're still restricted by seat  
6 time. With a flex-mod schedule -- when I was doing  
7 the numbers, right now we get 250. Each class is 50  
8 minutes; over the course of five days it's 250  
9 minutes. With the flex-mod schedule you're looking  
10 at about 210 to 220. So you lose a few minutes  
11 there, which also independent learning time will make  
12 that up, so -- also the Job-Setting Workplace is kind  
13 of that.

14 The "Leader in Me" that you see there, that's a  
15 program that our board approved the other day. That  
16 is for the elementary school at this point. They are  
17 trying to adapt that up higher to the high school  
18 levels.

19 Character Education -- a lot of times we come up  
20 short in that area. When you look at our schools  
21 across the board and you talk about character of kids  
22 and what we're putting out, how do we put out a good  
23 kid that's going to make a difference in the world?  
24 Well, it starts with character education; it starts  
25 with making them a better person. And if they don't

1 get it at home and they don't get it at school then  
2 where do we think they're going to get it at? And  
3 that's what we hope to accomplish through that  
4 program.

5 The next one, this one is I guess very near and  
6 dear to my heart, is -- my mom is a librarian, my  
7 wife is a librarian, and my sister -- I've got two  
8 sisters; one of them is a librarian in Florida. So  
9 when we have Christmas and other things we talk about  
10 either the library or administration, because my  
11 other sister is an elementary principal. So we're in  
12 agreement. This is a place to check out books. For  
13 a long time the perception of the library has been  
14 you come, you check out a book, you bring it back;  
15 that's all, that's what we use it for. We want our  
16 librarian to be an expert in technology, an expert in  
17 helping kids accomplish their goals and their tasks.  
18 Maybe that's putting together a paper; maybe it's  
19 putting together an i-movie; maybe it's putting  
20 together a presentation for a class -- because right  
21 now with the restrictions that we have sometimes it  
22 limits them. If they get two-and-a-half hours of  
23 administrative time a day, by law then if that  
24 student comes in they could say, "Hey, listen, I  
25 don't have time today; sorry, my time is up." I

1 don't think that would happen but it could. It could  
2 put us behind the 8-Ball in that regard. So that's  
3 our goal for the library.

4 All this comes together to benefit students.

5 And to me one of the -- all these are important,  
6 but I want to talk about Enhance Engagement for just  
7 one second specifically. To us, this is a two-way  
8 street. We talk about student engagement. What  
9 about teacher engagement? We want our teachers  
10 engaged with our students just like we want our  
11 students engaged with our teachers in the classes  
12 they teach. When I took this job one of my goals was  
13 to make school a place kids want to be. I want to be  
14 at school. It's not because I don't like what's at  
15 home; it's because I like what we're doing at school.  
16 I feel like we've done that to some extent, but I  
17 feel like we could do better at it.

18 Improve Achievement -- we want to impact grades,  
19 improve collaboration, and that's a two-way street as  
20 well.

21 Increase Graduation Rate.

22 Increase Behavior -- the schools that we've  
23 looked at that have done the flex-mod have all  
24 mentioned behavior gets a lot better when you go to  
25 this system because now those kids that aren't

1 intrinsically motivated to make As and Bs, now  
2 they've got an intrinsic motivator there. If I do  
3 well then I've got time to determine how I learn.  
4 That's important to a kid, you know. And we were  
5 talking on the way up here, the older I get the more  
6 important time becomes to me; you know, it's an  
7 important thing.

8 Increase Attendance, Develop Time Management,  
9 Prioritization and Other Soft Skills.

10 And probably the biggest one is Personalized  
11 Education. It's a not a one-size-fits-all. We're  
12 way beyond that in education. So our goal is how do  
13 you personalize education where it's meeting your  
14 child's need. And I've got three kids there;  
15 actually, they're 6, 8 and 10 now -- they were 5, 7,  
16 and 9. They're growing up quick. I want them to  
17 have a personalized educational experience. I want  
18 them to love school. I want them to have the  
19 experience of doing whatever they want to do. So if  
20 they want to take piano lab, take piano lab; if they  
21 want to play sports, play sports; you know, if they  
22 just want to go to school and make good grades and go  
23 to college and do something, or go to technical  
24 school, but I want it personal to them. And that's  
25 what I want for every kid that falls under my

1 leadership is how do I personalize that. This will  
2 allow us to do that. It will allow us to give the  
3 kids that experience that -- if you look back at the  
4 way we did it for many years that worked in an  
5 industrial society; well, we're changing now and the  
6 kids are changing. And for us with these waivers it  
7 will open those doors where we can accomplish what we  
8 feel is important for our kids.

9 I just say thank-you from the Cedar Ridge School  
10 District. I'll turn it back over to Mr. Ashley to  
11 finish this up.

12 SUPT. ASHLEY: Again, we thank you for the time  
13 and look forward to working with our students and our  
14 patrons in this.

15 And the other thing I want to add about  
16 redefining "ready," they're in the process of working  
17 on metrics; they have college ready, career ready,  
18 and they're working on the metrics for life ready,  
19 and so we're working to try to incorporate those in  
20 and the Leader in Me program. You've probably heard  
21 of Stephen Covey, Seven Habits of Highly Effective  
22 People; it's the elementary school program that we're  
23 going to implement in our elementary school this  
24 fall.

25 So we're excited, our community is excited, our

1 board is excited. Some of our partners show that  
2 they're excited by taking -- making the trip. And so  
3 we just ask that the Board approve these waivers to  
4 allow us to personalize our learning for our students  
5 at Cedar Ridge.

6 CHAIRPERSON REITH: Thank you. Thank you so  
7 much, Mr. Ashley. And you finished four minutes  
8 before time, so we appreciate that as well.

9 I do have to ask Ms. McLaughlin if there's  
10 anyone here from opposition.

11 MS. McLAUGHLIN: No, ma'am.

12 CHAIRPERSON REITH: Okay. And then with that,  
13 you do have five minutes for closing remarks. I also  
14 know Representative Sturch is here as well. And we  
15 don't have to time your remarks, Representative, so I  
16 leave that between you all. I don't know if you have  
17 any final comments, Mr. Ashley, or, Representative  
18 Sturch, if you'd like to make comments at this time?

19 REPRESENTATIVE STURCH: It's nice to have  
20 diplomatic immunity once in a while. Thank you,  
21 Madam Chair, and thank you, Board, for having me. As  
22 you may know, two years ago when I was first elected  
23 I came and spoke on behalf of Southside and Cave City  
24 when they came and asked for a charter authorization  
25 for a public charter school. And at that time, you

1 know, I was just kind of getting into the new office  
2 and was really trying to understand what they want to  
3 do as far as partnerships in our community. And  
4 that's why I wanted to come here today is because now  
5 I have two years of data, I have two years of success  
6 stories that I can share with you based on what  
7 Southside and Cave City have been able to do  
8 partnering with UACCB and some of the local  
9 businesses in our community. You may know that  
10 Senator Jane English and myself have been pretty big  
11 advocates for a new way of doing education involving  
12 three partnerships -- public schools, higher ed., and  
13 the business community -- and trying to find  
14 educational routes and career pathways for students  
15 to stay right there in our community and contribute  
16 to our community.

17 So the waivers that they're asking for today  
18 from Cedar Ridge, you may know we actually did a bill  
19 with the help of the Department on seat time. So  
20 come August 1st, you know, every school will be  
21 eligible for the seat time waiver. And so I'm hoping  
22 that in the future when we start to see some of these  
23 waivers really work, and work well, whether it's the  
24 licensure one grade down or one grade above, or  
25 whether it's some flexibility with media specialists,

1 I hope that as a state legislature that we can see if  
2 130-something school districts are using the waivers  
3 and using them effectively maybe that's a good state  
4 policy that we should adopt so everyone has that  
5 access.

6 And so I just wanted to share with you a couple  
7 of things from last week as results of some of the  
8 waivers that other schools in our community have got.  
9 Southside, for example -- these waivers allow kids to  
10 do as much as they want to do or, trying to go in  
11 another route, that maybe college wasn't in their  
12 plan but maybe a welding certificate was, and that  
13 way they could be employed at Bad Boy lawnmowers or  
14 Spartan lawn mowers, right there in Batesville,  
15 Arkansas. And so Southside just recently, this past  
16 week, had one young lady who took these waivers and  
17 used them to max her potential. And she graduated  
18 from high school with her diploma on Sunday afternoon  
19 and she graduated with an associate's degree from  
20 UACCB on Monday night because she took concurrent  
21 credits as much as she could to get it knocked out at  
22 a very much reduced rate. And, of course, we have a  
23 great partnership with Lyon, so now she's going to go  
24 on to Lyon College for 50% of that tuition rate of  
25 what it would cost her just by transferring from

1 UACCB to Lyon; totally changed her pathway. And, of  
2 course, she wants to be a doctor, wants to go on and  
3 be a pediatrician.

4 Cave City had a young man, college was not even  
5 on his radar, came from a poor family, and went  
6 through the welding program at UACCB through a waiver  
7 that Cave City had got where they could actually bus  
8 students over to UACCB for that. For the first time  
9 last week he was able to take his family to the  
10 movies and pay for it out of his own pocket, based on  
11 the money he had saved from working at Bad Boy lawn  
12 mowers. I'm telling you, we take these things for  
13 granted sometimes as we get older and we get  
14 successful. But for that young man that changed his  
15 life and it changed his pathway that he could himself  
16 take his family and pay for just going to the movies  
17 on an outing.

18 So I'm telling you, the background of these  
19 requests, the background of what they're trying to  
20 do, they're not doing the charter route; they're  
21 doing the waiver route, as far as trying to kind of  
22 gently ease into it, because they want buy-in. They  
23 want buy-in from the community, they want buy-in from  
24 their parents, and I applaud them for that in doing  
25 it in a responsible way and coming before you and

1 asking for this.

2 So as we say in the House, I'd appreciate a good  
3 vote. Thank you.

4 CHAIRPERSON REITH: Thank you so much,  
5 Representative.

6 Any closing remarks, Mr. Ashley? Otherwise,  
7 we'll open it up to questions or comments.

8 SUPT. ASHLEY: I would just ask that you grant  
9 these waivers so that we can have the same  
10 opportunities for our kids.

11 CHAIRPERSON REITH: Thank you, Mr. Ashley.

12 Questions from the Board?

13 Yes, Ms. Zook.

14 MS. ZOOK: Just as a way of reminder,  
15 Independence County is one of the ForwARd communities  
16 and they are not there because they need help;  
17 they're there because they're going to be an example  
18 for the other districts. And we always have to  
19 remember that poverty is colorblind and race neutral.  
20 So you can be poor and you don't have to necessarily  
21 fit into any other category. I'm like Representative  
22 Sturch; there are a lot of those kids down there that  
23 pull at my heartstrings. I think of the one boy that  
24 has put a down-payment on his home and that's the  
25 first person in his family who's ever had a home that

1 they will eventually own. I know that Cedar Ridge --  
2 I have a couple of real good friends who are in the  
3 Port Charlotte district. I know the director of your  
4 co-op, Mr. Cooper, and I know the UACCB team and the  
5 Lyon team. So I would without hesitation, when the  
6 time comes and the questions are answered, recommend  
7 that we grant these waivers and put this in the hands  
8 of these people. And I know they're going to be  
9 probably working with Southside because they've sort  
10 of figured out this RTI thing for the secondary  
11 school. So when the time comes I'd like to make the  
12 motion.

13 CHAIRPERSON REITH: Thank you, Ms. Zook.

14 Additional questions?

15 Yes, Dr. Barth.

16 DR. BARTH: Just a few questions and I'll take  
17 them topic by topic.

18 On the Teacher Licensure -- and, first off,  
19 thanks for a really clear presentation and a lot of  
20 passion and obvious community buy-in. So really  
21 appreciate how well you did this. On the Teacher  
22 Licensure front, what I heard in the presentation  
23 obviously was a focus on CTE in particular.

24 SUPT. ASHLEY: Correct.

25 DR. BARTH: Now there were the occasional bridge

1 grades, but most of the focus was on CTE. And I'm  
2 quite comfortable with that. I'm actually  
3 comfortable with the example you provided of the P-4,  
4 the blending of a 4th/5th grade classroom as a point  
5 where the licensure doesn't cross over. But I do get  
6 more worried when it gets kind of looser than that.  
7 The examples you gave are totally appropriate, and  
8 I'm comfortable with those waivers, but I just want  
9 to be -- but the language of the waiver is obviously  
10 broader. And so I just want to get some clarity  
11 while we're here and hearing your testimony of  
12 exactly what the outer bounds are of where it might  
13 be used.

14 SUPT. ASHLEY: Okay. And it will be a little  
15 easier to explain by the makeup of our buildings. We  
16 have two -- like I said, two elementary schools; they  
17 will both next year be kindergarten through 5th  
18 grade. So we would like to have the flexibility of  
19 the teacher in that building be able to teach any  
20 class in that building. And then we also have a 6th,  
21 7th and 8th grade building; 9, 10, 11, 12. We'd like  
22 the teachers that are in 6th, 7th and 8th to be able  
23 to teach 6th, 7th and 8th; the teachers that are in  
24 the 9, 10, 11, 12 building to be able to teach those  
25 classes, if that answers your question.

1 DR. BARTH: Yeah, more or less. I'm looking at  
2 Ms. Pfeffer. Are there any particular flags that  
3 should go up about any of these crossing of lines?

4 DR. PFEFFER: Well, in the legislation, the  
5 licensure legislation update, Act 294, I think -- or  
6 295 -- don't hold me to that, but one of those two --  
7 we -- one of the provisions we put in there was that  
8 to establish some flexibility for even an effective  
9 teacher waiver that a school could seek and be -- the  
10 idea behind that is if you have a really effective  
11 teacher who may only be licensed P-4, we no longer  
12 have the P-4 licenses but, you know, everyone now is  
13 K-6. But let's say you need to use that teacher in  
14 grade 5 or 6, and they're just an awesome P-4  
15 teacher, to be able to have that flexibility. And  
16 that would be -- now that we have an effective  
17 teacher defined under ESSA, which is based on  
18 multiple measures of looking at effectiveness of  
19 teachers, we are hoping that in our rules and regs to  
20 be able to implement that. It's not going to be in  
21 place though till probably midway through the fall  
22 semester. So I think what they're describing is the  
23 lines that we're looking at within our rules and  
24 regs, and what we would hope to is to look at the  
25 flexibility that charters have used and getting their

1 input on what do we put in the rules and regs.  
2 Because, you know, we do want to have some parameters  
3 around that. But what he's describing to me is  
4 pretty close to what we are looking to put in rules  
5 and regs.

6 DR. BARTH: Okay. Great.

7 SUPT. ASHLEY: I was a high school math teacher  
8 and I don't expect a 4th grade teacher to go teach  
9 calculus.

10 DR. BARTH: Yeah.

11 SUPT. ASHLEY: So, I mean, that -- so there's  
12 some parameter there.

13 DR. BARTH: Well, and I think we're all in  
14 consensus on that. But, you know, these waivers are  
15 very broad, as you know, and it opens up  
16 possibilities where -- we don't know that you're  
17 always going to be there; right?

18 SUPT. ASHLEY: Correct.

19 DR. BARTH: And even for five years, as much as  
20 we hope you are. So we've got to be -- I think we  
21 have to show due diligence in putting -- maintaining  
22 the right boundaries.

23 Did you have a question on that?

24 MS. NEWTON: Yeah. Just along -- Dr. Pfeffer, I  
25 have a question along that line. I know from the 8th

1 grade to the 9th grade, when we get into some of the  
2 secondary things the certification is not necessarily  
3 by grade level but it's by subjects. And so I'm a  
4 little bit concerned about that 5-8 jump into the 9-  
5 12 area. So can you speak to that a little bit?

6 DR. PFEFFER: And I can -- what I can say is we  
7 don't have the rules fully developed on that, and so  
8 that's something that will have to be thought through  
9 very carefully. When we had first started talking  
10 about this we were looking at the same content area  
11 but not being bound by grade levels. So I think  
12 that's where, you know, in the middle level normally  
13 you have people that are licensed in two areas. But  
14 going from say someone who -- and part of that would  
15 need to be on successful experience in a classroom  
16 with outcomes of success. So if you have a 5-8  
17 teacher who's been teaching 8th grade English and  
18 there's a section of 9th grade English that needs to  
19 have an effective teacher there, you know, maybe, you  
20 know, allowing that waiver to cover into grade 9. I  
21 don't know whether Cedar Ridge would want to, you  
22 know, work with us and -- over the next year in any  
23 of the flexibility they might need; maybe we stay  
24 connected on how they may be utilizing that waiver  
25 for the core academic areas. That may be something

1 they would be willing to talk about. Because it  
2 might not only help you feel better about that  
3 waiver, it might help us as we're trying to develop  
4 rules, so --

5 MS. NEWTON: When we're talking about core that  
6 would really make me feel better.

7 SUPT. ASHLEY: That would be perfectly  
8 acceptable.

9 CHAIRPERSON REITH: Dr. Barth, I think you had  
10 additional.

11 DR. BARTH: Yeah, just one more area of question  
12 and this is on the class size issue. And I do have  
13 -- often have concerns about larger classes, you  
14 know, from being in the classroom. There's a big --  
15 there is a difference between 30 and a 33 students,  
16 and it sounds like three students but there are these  
17 magic points where a class just gets big. And  
18 obviously it's detrimental I think to the experience  
19 of the teacher but obviously most important I think  
20 it's detrimental to the experience of the student.  
21 And so I'd ask you to speak to that and, as you're  
22 doing so, also talk a little bit about the buy-in of  
23 teachers in your district on that issue.

24 SUPT. ASHLEY: Our goal is not to use that  
25 unless we have a situation where we had to. We have

1 one teacher, and it's our agri department, which is  
2 very popular for our kids, but he has volunteered to  
3 teach an extra class period and not have a prep  
4 period. And his total is 127 students; that's the  
5 biggest that one teacher has. So I don't think we're  
6 in any danger of approaching the 165. And our  
7 average class size is about 24, so we're not looking  
8 at that; we're just looking at situations where --  
9 for instance, my son is in kindergarten and just a  
10 few weeks ago, if a kid moves in, we've got two weeks  
11 of school left and there's 20 kids in there, what do  
12 we do with this 21st kid? So if we have the  
13 flexibility of those three kids we would be able to  
14 cover that.

15 So we're not looking for it as a prevention, to  
16 prevent us from hiring other teachers; we're just  
17 looking at it as a safety-net when we get in those  
18 situations, like we had before. We started the  
19 school [sic] with 47, we thought we were good; we  
20 never dreamed we'd go to 61 in that one particular  
21 class and be over and not know what we're going to do  
22 with those kids.

23 DR. BARTH: And so you obviously gave examples  
24 of teachers that you've talked to about it. But has  
25 there been any kind of systematic --

1 SUPT. ASHLEY: Yes.

2 DR. BARTH: -- conversation with teachers?

3 SUPT. ASHLEY: The principals talked to them in  
4 the PLCs, talked to all the teachers. We had a  
5 parent meeting and went over all these. So it's been  
6 -- the board has approved it, the teachers have all  
7 heard of it. It was discussed in the PPC and  
8 classified PPC and with the parent meeting.

9 CHAIRPERSON REITH: Thank you, Dr. Barth.

10 Any additional -- yes, Ms. Newton.

11 MS. NEWTON: I have some other questions on the  
12 class size. So you're talking about the class size  
13 of three over also for elementary?

14 SUPT. ASHLEY: Yes, ma'am.

15 MS. NEWTON: So I know for kindergarten, for  
16 example, if you go over the 20 you have to put an aid  
17 in the classroom. So what if you have a 1st grade  
18 classroom and you're looking at 28 1st graders; are  
19 you thinking about aids for those teachers or --

20 SUPT. ASHLEY: If it was a situation where we're  
21 going to be over that much, then yes. That's why we  
22 put the limit at three.

23 MS. NEWTON: Okay. So for the lower elementary  
24 you would consider putting aids in those classrooms  
25 if you went three above?

1 SUPT. ASHLEY: If we went over three, yeah.  
2 We're still looking at the three in each grade.  
3 Again, I don't know except in that one situation  
4 where we're close to being over in any class.

5 MS. NEWTON: Okay. My other question was: I'm  
6 not real clear on the library media waiver. Your  
7 description talks about the waiver having to do with  
8 the duties that the library media specialist would do  
9 during the day. But then the standards that are  
10 quoted are the qualifications for the library media.  
11 So are you --

12 SUPT. ASHLEY: We're not looking at any of the  
13 qualifications in the waiver.

14 MS. NEWTON: So it's --

15 SUPT. ASHLEY: We're just looking at the two-  
16 and-a-half hour administrative time.

17 MS. NEWTON: So it's only on what duties of that  
18 library media specialist, not hiring someone else for  
19 that position?

20 SUPT. ASHLEY: Correct.

21 MS. NEWTON: Okay.

22 CHAIRPERSON REITH: Thank you. Thank you, Ms.  
23 Newton.

24 Yes, Ms. Ables.

25 MS. ABLES: My question is also about the

1 library media specialist. Are you wanting to take  
2 their whole -- all of their administrative time away,  
3 or what is that -- what is their schedule going to  
4 look like?

5 MR. THETFORD: As far as taking away, no. Our  
6 plans are to work with the librarian where she will  
7 have -- the library media specialist, she will have  
8 the time that she needs to get done what she needs to  
9 get done. What we're requesting is the library media  
10 specialist be able to work with kids where they don't  
11 come in and say, "I've got to have two-and-a-half  
12 hours no matter what." Maybe it's an hour. And  
13 speaking of the library media specialist, she's never  
14 mentioned anything about duties. You know, what she  
15 told me was, "I've always worked; you know, I try to  
16 get done everything I needed to get done." She's  
17 been great. When I mentioned the waiver to her she  
18 said, "I completely understand." She said, "I'm" --  
19 she was all in favor of it as well. So because, you  
20 know, like I said, when I work with them the goal --  
21 you know -- if you get a good library media  
22 specialist you better make sure you treat them right.  
23 You know, that's always the goal. So as far as what  
24 their schedule will look like, it will be flexible  
25 from day-to-day.

1 MS. ABLES: Okay. And you mentioned that you're  
2 going to give her new roles with technology. So how  
3 are you going to prepare her to do these new roles?

4 MR. THETFORD: Through different trainings and  
5 stuff, whether it's Google Classroom -- we're looking  
6 at going to one-to-one using Google Classroom. My  
7 expectation would be is that she would know the ins  
8 and outs of Google Classroom, whether it's submitting  
9 papers or whether it's -- you know -- if you have a  
10 new teacher that comes in and hasn't used it before,  
11 her role will be to work with that new teacher as  
12 well. We've got other teachers in the building that  
13 have used Google Classroom who completely understand  
14 it. But the library media specialist -- like I said,  
15 you have kids that come in that maybe they don't know  
16 how to use it; maybe it's that they've got to do a  
17 movie for a class; maybe they're doing National  
18 History Day and one of the categories was to put  
19 together a movie. My expectation would be if she  
20 doesn't know how to do it then she finds it. When my  
21 wife was in the library she would do technology  
22 workshops after school for teachers. I would love to  
23 see that in our school where that was taking place,  
24 so --

25 MS. ABLES: I just wanted to make sure that if

1 she's used to doing one thing and now she's going to  
2 be asked to teach classes, do PD, that's a lot more  
3 on her plate, that maybe you meet with her and make  
4 sure it's not too overwhelming and help her  
5 transition into this new role.

6 MR. THETFORD: Absolutely.

7 MS. ABLES: And, you know, and give her support  
8 in that.

9 MR. THETFORD: I mean, aside from the PD, the  
10 librarian already does that. I mean, she already  
11 does the classes; she already has the kids in, she's  
12 already working with them trying to help, and she's  
13 been great.

14 MS. ABLES: Okay.

15 MR. THETFORD: You know, the PD will be a new  
16 aspect and it will be one of those with what she  
17 feels comfortable with. You know, we're not going to  
18 ask her to do something she doesn't know inside and  
19 out, so --

20 MS. ABLES: Yeah.

21 SUPT. ASHLEY: I think our fear is -- the one we  
22 have now is great. But kind of like Dr. Barth said,  
23 what if she leaves and the next one comes in; if we  
24 have these waivers in place then the next one comes  
25 in that we hire would know what they were getting

1 themselves into and would know that on the forefront.  
2 So that's the main reason. The one we have now  
3 basically does whatever is best for kids and does  
4 whatever kids need to do.

5 MS. ABLES: Thank you.

6 CHAIRPERSON REITH: Thank you.

7 Any additional -- yes, Ms. Zook.

8 MS. ZOOK: A question that I always like to ask  
9 the districts during their 1240 requests is: you've  
10 listed the Virtual Arkansas -- Arkansas Virtual  
11 Academy. If you don't know how to get in contact  
12 with the leadership --

13 SUPT. ASHLEY: I've spoken with their  
14 superintendent. Yes.

15 MS. ZOOK: Okay. So you know my -- you --  
16 everyone is anticipating my questions now. Have they  
17 demonstrated to you how this has helped student  
18 achievement to have these waivers?

19 SUPT. ASHLEY: Yes. He said they wouldn't be  
20 able to function without the waivers, of course. But  
21 he also said it allowed the personalization, and  
22 that's what we're looking for is to personalize that  
23 learning where that kid that is really good in  
24 English can move on really quick, but that kid that  
25 struggles in algebra can take as much time as they

1 need to do that. So, yes, he and I have had --  
2 actually had about a 30-minute conversation of how he  
3 was using the waivers that we're requesting.

4 MS. ZOOK: Thank you very much for doing that.

5 SUPT. ASHLEY: Yes, ma'am.

6 CHAIRPERSON REITH: Yes, Miss -- or, sorry, Ms.  
7 Zook.

8 MS. ABLES: I just thought of this. I got to be  
9 a Student for a Day on a flex-mod schedule and  
10 they're actually using some of their students to help  
11 teach technology to teachers. So with your flex-mod  
12 maybe that's an outlet to help not only your  
13 librarian but your other teachers and get really  
14 creative with that role. So --

15 CHAIRPERSON REITH: Ms. Zook, I think you --  
16 were you done or did you have additional --

17 MS. ZOOK: I'm finished and ready for a motion  
18 if everyone is finished with their questions.

19 CHAIRPERSON REITH: If I might just pose one  
20 quick -- very quick question that I always like to  
21 ask as well: why this route and not school of  
22 innovation or conversion charter?

23 SUPT. ASHLEY: Because, like I said before, our  
24 kids would miss out this next year.

25 CHAIRPERSON REITH: Okay. So it's about the

1 timeliness?

2 SUPT. ASHLEY: Yes, ma'am.

3 CHAIRPERSON REITH: Okay.

4 SUPT. ASHLEY: And I would ask -- encourage you  
5 to go to RedefiningReady.com and take a look at that  
6 because it's some powerful information. Each one of  
7 those metrics has data behind that, and so it's very  
8 research-based. So we're excited to look at that and  
9 implement that.

10 CHAIRPERSON REITH: No, and thank you. Thank  
11 you for the leadership. Is there any desire for this  
12 to become a school of innovation?

13 SUPT. ASHLEY: If it goes to success --

14 CHAIRPERSON REITH: Okay.

15 SUPT. ASHLEY: -- we would look.

16 CHAIRPERSON REITH: Fantastic. Thank you.

17 So if there's no additional questions, Ms. Zook,  
18 your motion.

19 MS. ZOOK: I move that we grant the --

20 CHAIRPERSON REITH: Yes, apologies. Yes, Ms.  
21 Davis. Everyone's --

22 MS. DAVIS: Yeah, sorry.

23 CHAIRPERSON REITH: -- jumping in there. No.  
24 Yes, Ms. Davis.

25 MS. DAVIS: I just want to point out and make

1           sure especially that the applicant knows that they  
2           have requested a waiver of 6-18-210 and that has been  
3           repealed; so it will be effective for their next  
4           school year. So that waiver -- I mean, like I say,  
5           granting it as a whole, if that's what you choose to  
6           do, is not going to be an issue because it's going to  
7           be repealed. But mainly I want to make sure that the  
8           applicant is aware of that.

9           CHAIRPERSON REITH: Thank you. And to tee that  
10          off, Ms. Davis -- Ms. Zook, before you offer your  
11          motion --

12          SUPT. ASHLEY: We just put it in because at that  
13          point when we were working on this we weren't sure  
14          exactly how that was going to go. And so we didn't  
15          want to not put it in and something happen.

16          CHAIRPERSON REITH: All right. Thank you. And  
17          thank you for that clarity.

18          And then just to offer with this and then with  
19          the subsequent ones, we can either take all the  
20          waivers as a whole or by discretion if we would want  
21          to go through each waiver topic. We have  
22          traditionally done that as well, based on the  
23          discretion of the Board.

24          Just looking for nods of heads, is there any  
25          discretion to do it by individual waiver topic?

1 DR. BARTH: I would like to go by topic.

2 CHAIRPERSON REITH: Okay. And then -- so with  
3 that, then we will entertain motions. And I see four  
4 topics here, the first of which being Teacher  
5 Licensure.

6 So I'll entertain a motion in regards to the  
7 waiver request for Teacher Licensure.

8 MS. ZOOK: I move that we grant the waiver for  
9 Teacher Licensure for Cedar Ridge.

10 CHAIRPERSON REITH: Do I have a second?

11 MS. DEAN: Second.

12 CHAIRPERSON REITH: Motion made by Ms. Zook,  
13 seconded by Ms. Dean.

14 All in favor?

15 (UNANIMOUS CHORUS OF AYES)

16 CHAIRPERSON REITH: Any opposed?

17 Motion carries unanimously.

18 Moving on to the waiver request in regards to  
19 Class Size and Teaching Load, do I have a motion?

20 MS. ZOOK: I move that we grant the 1240 waiver  
21 for Class Size and Teaching Load.

22 CHAIRPERSON REITH: Do I have a second?

23 MS. CHAMBERS: Second.

24 CHAIRPERSON REITH: Okay. Motion made by Ms.  
25 Zook, seconded by Ms. Chambers.

1 All in favor?

2 (MAJORITY CHORUS OF AYES)

3 CHAIRPERSON REITH: Any opposed?

4 DR. BARTH: No.

5 CHAIRPERSON REITH: Okay. Please note Dr. Barth  
6 has a no vote. Otherwise, motion carries.

7 Moving on to the waiver request for Flexible  
8 Schedule, do I have a motion?

9 MS. ZOOK: I move that we grant the 1240 waiver  
10 for Flexible Schedule for Cedar Ridge.

11 CHAIRPERSON REITH: Do I have a second?

12 DR. BARTH: Second.

13 CHAIRPERSON REITH: Okay. Motion made by Ms.  
14 Zook, seconded by Dr. Barth.

15 All in favor?

16 (UNANIMOUS CHORUS OF AYES)

17 CHAIRPERSON REITH: Any opposed?

18 Motion carries unanimously.

19 And to the final waiver topic in regards to  
20 Library Media, do I have a motion?

21 MS. ZOOK: I move that we grant the 1240 waiver  
22 for Media -- Library Media for Cedar Ridge.

23 CHAIRPERSON REITH: Do I have a second?

24 MS. CHAMBERS: Second.

25 CHAIRPERSON REITH: Motion made by Ms. Zook,

1 seconded by Ms. Chambers.

2 All in favor?

3 (UNANIMOUS CHORUS OF AYES)

4 CHAIRPERSON REITH: Any opposed?

5 Motion carries unanimously.

6 Best of luck, Cedar Ridge. Congratulations.

7 SUPT. ASHLEY: Thank you very much.

8 CHAIRPERSON REITH: Thank you.

9 And then with that, we will take a brief 10-  
10 minute break and reconvene at 3:05.

11 (BREAK: 2:55 - 3:07 P.M.)

12 CHAIRPERSON REITH: We are going to resume our  
13 agenda today and thank everybody for their both  
14 indulgence and patience. We do know it's a long  
15 agenda and we're trying to give equal attention to  
16 every item.

17 So with that --

18 MR. WILLIAMSON: Madam Chair?

19 CHAIRPERSON REITH: Yes.

20 MR. WILLIAMSON: I mean, out of fairness --

21 CHAIRPERSON REITH: Yes.

22 MR. WILLIAMSON: -- to all the people that have  
23 been sitting here --

24 CHAIRPERSON REITH: Yes.

25 MR. WILLIAMSON: -- all day --

1 CHAIRPERSON REITH: Yes.

2 MR. WILLIAMSON: -- we're two hours behind  
3 schedule --

4 CHAIRPERSON REITH: Yes.

5 MR. WILLIAMSON: -- as it is.

6 CHAIRPERSON REITH: Yes.

7 MR. WILLIAMSON: So I'm sure they would  
8 appreciate us picking it up more so than I.

9 CHAIRPERSON REITH: Most definitely.

10 MR. WILLIAMSON: Okay.

11 CHAIRPERSON REITH: And, no, very cognizant of  
12 that, although I know we can't bypass the law in  
13 regards to the amount of time allotted for every  
14 presentation that's here. But we will do our best to  
15 be as efficient as possible and yet, as respectful as  
16 possible.

17 B-2: DISTRICT REQUEST FOR WAIVERS GRANTED TO OPEN-ENROLLMENT  
18 CHARTERS: GREENWOOD SCHOOL DISTRICT

19 CHAIRPERSON REITH: So with that, on to Action  
20 Agenda Item B-2, the Greenwood School District  
21 request for open-enrollment charter. Yes, Ms.  
22 McLaughlin, you're recognized.

23 MS. McLAUGHLIN: Yes. We have representatives  
24 of the Greenwood School District here today with --  
25 appearing before the Board with petition for their

1           waivers. They only have one topic, which is for  
2           their library media services. Their 90 days will  
3           expire on June 26th of this year. They are  
4           requesting this waiver for five years. Kevin  
5           Hesslen, the assistant superintendent, and Dr. Cody  
6           Chatman, the freshman center principal is here to  
7           present their presentation. They have no media  
8           PowerPoint to present and there is no opposition  
9           here. So I think you will want to swear them in, I'm  
10          sure, before they present.

11                   CHAIRPERSON REITH: Yes, Mr. Hesslen and Mr.  
12          Chapman, do you swear or affirm that the testimony  
13          you're about to give shall be the truth, the whole  
14          truth and nothing but the truth?

15                   (ALL SPEAKERS ANSWERED AFFIRMATIVELY)

16                   CHAIRPERSON REITH: Thank you. Your 20 minutes  
17          will begin.

18                   SUPT. HESSLEN: If I take 20 minutes I have  
19          failed miserably. Okay.

20                   We opened our freshman center this school year.  
21          When we designed the building we were trying to take  
22          into account our taxpayers, our community. And so in  
23          trying to build the best facility we could for our  
24          9th grade students, when we built it in that we were  
25          able to work with the Arkansas Division of Public

1 School Facilities and Transportation and they allowed  
2 us to actually attach this building to our existing  
3 high school. In that, we're able to take advantage  
4 of and not have to replicate facilities such as  
5 libraries, cafeterias, and all those type of things.  
6 The biggest issue, to really sum it all up, is they  
7 do have two different LEA numbers, even though  
8 they're under the same roof. I can't code a  
9 librarian into both buildings and meet the state  
10 requirements for accreditation. So we did get given  
11 probationary status for the freshman center this year  
12 due to the fact that I don't have a librarian  
13 actually tied to that LEA number, but our freshmen do  
14 use the high school library. And if we were  
15 operating under one LEA as a 9-12 facility, we would  
16 meet all the state requirements, law and  
17 accreditation standards.

18 I'm just asking for a waiver for us so we can  
19 get out of the accreditation probationary offense for  
20 our -- not having a library media specialist attached  
21 to that building, even though our kids just walk  
22 right down the hallway right into the library and use  
23 it currently.

24 I would entertain any questions the Board might  
25 have. It's that straightforward for us.

1                   CHAIRPERSON REITH: Thank you. Thank you. And  
2 with no opposition then, yes -- and if you have no  
3 closing remarks to make or -- then we open up to any  
4 questions or comments or motion from the Board.

5                   Yes, Ms. Newton.

6                   MS. NEWTON: I have a motion if you're ready for  
7 that.

8                   CHAIRPERSON REITH: Seeing no questions, yes,  
9 please proceed.

10                  MS. NEWTON: I move that we approve the waiver  
11 for Greenwood School District.

12                  MR. WILLIAMSON: Second.

13                  CHAIRPERSON REITH: Okay. Motion made by Ms.  
14 Newton, seconded by Mr. Williamson.

15                  All in favor?

16                  (UNANIMOUS CHORUS OF AYES)

17                  CHAIRPERSON REITH: Any opposed?

18                  Motion carries unanimously.

19                  Congratulations and thank you for your patience  
20 today.

21                  SUPT. HESSLEN: Thank you, and I'm glad we could  
22 help move the agenda along. Thank you. You guys  
23 have a great day.

24                  CHAIRPERSON REITH: Thank you. Same to y'all  
25 and best of luck.

1 B-3: DISTRICT REQUEST FOR WAIVERS GRANTED TO OPEN-ENROLLMENT  
2 CHARTERS: MARVELL-ELAINE SCHOOL DISTRICT

3 CHAIRPERSON REITH: Moving on to Action Agenda  
4 Item B-3, the request for waivers from the Marvell-  
5 Elaine School District. Ms. McLaughlin.

6 [A FEW MOMENTS OF SILENCE]

7 MS. McLAUGHLIN: I'm sorry; we were just  
8 providing a little extra assistance to our school.

9 For Action Item B-3, we have Marvell-Elaine  
10 School District. We have representatives from the  
11 Marvell-Elaine School District appearing before the  
12 Board with a petition for waivers. They have topics  
13 for Flexible Schedule, Board Meetings, Teacher  
14 Licensure, and Local Taskforce on Closing the  
15 Achievement Gap. Their 90 days will expire on July  
16 4th of this year. They have requested for five  
17 years. We have Dr. Joyce Cottoms, the  
18 superintendent, Zena Smith, the school improvement  
19 specialist, and Ms. Sylvia Moore, the elementary  
20 principal here to make their presentation.

21 CHAIRPERSON REITH: Thank you. And is there any  
22 opposition signed up for this?

23 MS. McLAUGHLIN: I'll go check.

24 CHAIRPERSON REITH: Okay. Thank you so much.

25 So with that, all planning to offer testimony if

1           you can kindly stand and raise your right hand at  
2           this time so that I may swear you in. Do you swear  
3           or affirm that the testimony you're about to give  
4           shall be the truth, the whole truth and nothing but  
5           the truth?

6                    (ALL SPEAKERS ANSWERED AFFIRMATIVELY)

7                    CHAIRPERSON REITH: Thank you.

8                    You all are recognized for your 20 minutes.

9                    SUPT. COTTOMS: Good afternoon to the Board  
10                   Chair and the State Board Members.

11                   CHAIRPERSON REITH: Apologies; if you could  
12                   state your name and title for the record as you  
13                   commence.

14                   SUPT. COTTOMS: I am Joyce Cottoms,  
15                   superintendent of the Marvell-Elaine School District.  
16                   And joining me is our school improvement specialist  
17                   for the high school, Ms. Zena Smith, and our  
18                   elementary school principal, Ms. Moore, Sylvia Moore.

19                   And, of course, we are here today -- our purpose  
20                   for being here today is to request the waivers you  
21                   have before you from Act 1240. But before we move to  
22                   the request we'd like to share with you a short  
23                   video. We ask you not to blink or turn your head  
24                   because you will miss it.

25                   (WHEREUPON, a portion of a video was shown; this

1 video may be viewed on the ADE website.)

2 SUPT. COTTOMS: That's okay. It was supposed to  
3 have music which would make it a little more  
4 interesting. But anyway, we share this video with  
5 you for two reasons: number one, if you have not been  
6 to Marvell-Elaine School District we wanted you to  
7 get a glimpse of it. We want you to see what we look  
8 like. We want you to see the great things that are  
9 happening in Marvell-Elaine School District. And, of  
10 course, I've shared with you we have our school  
11 improvement specialist and our elementary school  
12 principal who can give you some of those good things  
13 -- or share with you some of those good things that's  
14 going on. Number two -- and if you haven't been,  
15 please come. We invite you to come and visit our  
16 district. Number two, I would like that you ask  
17 yourself what did you see in that video. I hope you  
18 saw teachers teaching like teachers all over  
19 Arkansas. But more importantly than that, I hope you  
20 saw children, children who are deserving of the same  
21 things that other children across the state of  
22 Arkansas are getting.

23 And so for that reason we are requesting these  
24 waivers. Our children are just as intelligent, just  
25 as smart. They deserve to have everything that every

1 other school has, but because we are in the Delta  
2 sometimes we do not have those same opportunities.  
3 And so we are hoping to get a step ahead and we hope  
4 that these waivers -- you will grant us these waivers  
5 to get just that. Of course, our first and foremost  
6 concern is the academic achievement of our students.  
7 The selected waivers support our district's vision,  
8 mission and goals by allowing us to provide academic  
9 opportunities for our students.

10 The first waiver we are requesting is the  
11 Uniform Dates for beginning and ending of the school  
12 year. Because in addition to having more time to  
13 prepare our students for -- with hands-on experiences  
14 and academic opportunities, we also want to continue  
15 the summer programs that we have in place in both  
16 schools. Because our teachers -- because school ends  
17 on a Friday -- regular school ends on a Friday and  
18 summer school begins the following Monday, sometimes  
19 our teachers experience burnout. Also, the district  
20 will benefit in cases where we may experience  
21 inclement weather which would have us to extend the  
22 year farther into the summer.

23 We request the waivers on the Board Meetings  
24 because we are a community where our industry is  
25 limited. Some of our board members work two -- work

1 second and third shifts, and because they work these  
2 shifts they are working during the time we have board  
3 meetings. We have had to cancel board meetings  
4 because of a lack of a quorum. We often have to  
5 start late because we have board members who are  
6 coming from work. And so we are asking that we are  
7 granted that particular waiver so that our members  
8 can participate via telephone, if necessary.

9 A most genuine concern is being able to employ  
10 qualified individuals to teach our students. Again,  
11 because we're in the Delta we don't have a lot of  
12 people who are knocking our doors down, a lot of  
13 teachers who are knocking our doors down to live in  
14 Marvell, Arkansas, to teach our children. These  
15 waivers will allow us to employ individuals who may  
16 not be licensed but well qualified and credentialed  
17 in their field of study. As a result of these  
18 waivers, we will not receive certain citations from  
19 standards, which we would not like to blemish our  
20 record for accreditation.

21 If granted these waivers, there will be no  
22 additional cost to the district. In fact, there may  
23 be a savings to the district because the individuals  
24 whom we are looking to employ will start at the  
25 beginning end of the salary schedule as opposed to

1 the high end of the salary schedule where we now have  
2 retiring teachers in those positions. We believe  
3 that our students may gain skills which will help  
4 them to have a well-rounded education and possibly be  
5 career ready when they graduate. In addition, these  
6 waivers will aid us in helping our students to become  
7 productive, contributing members of society and  
8 hopefully in Marvell-Elaine or Marvell community.

9 We request the waiver on Local Taskforce for  
10 Closing the Achievement Gap because we feel that  
11 everything we do we are working to close the  
12 achievement gap. In our school leadership team  
13 meetings and our district leadership team meetings  
14 and our advisory board meetings, our wellness  
15 committee, in everything we do we are working to  
16 close the achievement gap. So we feel that it is  
17 redundant to have the educational force -- taskforce  
18 in place.

19 We decided to request these waivers because  
20 being a district again in the Delta is very  
21 challenging in many ways. The waivers selected  
22 support our district's vision -- as I said before,  
23 our vision -- our district's vision, mission and  
24 goals by allowing us to provide better academic  
25 opportunities for our students and to better promote

1 student achievement. Again, we believe students need  
2 to be well-rounded in order to achieve academically.  
3 If granted these waivers we will not have to  
4 eliminate certain programs due to teacher shortage.  
5 Last year we had to close our agri building for a  
6 year and it was not a good thing. Our students need  
7 some extracurricular activities, some extra -- what  
8 am I trying to say -- help me out -- that's not what  
9 I want to say, but they need classes other than core  
10 classes.

11 These waivers will allow Marvell-Elaine School  
12 District to employ individuals who can teach our  
13 students vocational skills and information that will  
14 aid them in obtaining employment upon graduation from  
15 high school. Our high school principal has been in  
16 communication with some different employment agencies  
17 that will employ our students directly out of high  
18 school if they have certain skills from our agri  
19 department, which would be like welding and also --  
20 and plant services and that type of thing.

21 These waivers will provide stability in our  
22 district in addition to providing programs for our  
23 students to help in closing the achievement gap. The  
24 individuals who are interested in working with us are  
25 individuals who are born and raised in that

1 community, they are homegrown, and they are there to  
2 stay. And so that is one of the things that we need.

3 Based on the needs of our students, we feel  
4 positive about the benefits that these waivers will  
5 provide and we do not see any issues that we will  
6 have if we are granted these waivers. The outcomes  
7 that will demonstrate successful use of the waivers,  
8 as I stated earlier, will be stability in faculty, as  
9 they are those qualified individuals in our area,  
10 qualified and credentialed. We hope that it will  
11 improve student achievement and we believe that it  
12 will because students need to be well-rounded. And,  
13 you know, what they get in a career course they may  
14 be able to apply or they will be able to apply in  
15 math or English. We will also expect to see an  
16 increase in test scores. We started conversations  
17 about these waivers about a year ago in a faculty, a  
18 joint faculty meeting with both schools. We then  
19 took it to our PPC committee that -- and they  
20 reviewed the waivers and approved them. Then we went  
21 to our school board members with the waivers and they  
22 also approved and they are in support of us. Our  
23 district leadership team meeting has discussed these  
24 waivers -- members have discussed these waivers many  
25 times. We have talked about what's most beneficial

1 for us and as we have shared with you right now our  
2 focus is on getting teachers in the classroom to  
3 teach our children, teachers who will be there to  
4 stay, and so that we will not have to close certain  
5 programs.

6 We have been asked by community members, "Have  
7 you gotten waivers for teachers who can work with our  
8 children without being licensed?" And we have been  
9 asked, "When are you going to get those waivers?" So  
10 that is why we're here today, to get these waivers.  
11 We are asking for the waivers for a period of five  
12 years, beginning the 2017-18 school term. That is  
13 our presentation.

14 CHAIRPERSON REITH: Thank you, Dr. Cottoms.

15 So with that ending early, I don't know if any  
16 of your other colleagues wanted to speak. Otherwise,  
17 we'll just go right into questions.

18 (COURT REPORTER'S NOTE: Ms. Smith and Ms. Moore  
19 were shaking heads from side to side.)

20 CHAIRPERSON REITH: Okay. With that, open it up  
21 to any questions from the Board. Yes, Dr. Barth.

22 DR. BARTH: Well, thank y'all for being here.  
23 On the school board meetings issue, you know, what  
24 you presented today was participation via telephone,  
25 which seems totally appropriate. But what's in the

1 waiver request itself is a dramatically broader  
2 waiver, including, you know, the possibility of  
3 quarterly meetings and really moving away from  
4 ongoing local governance. And so I'm concerned about  
5 that and would ask you to speak to it. Is it as  
6 broad as is written here or as narrow as was stated  
7 earlier?

8 SUPT. COTTOMS: It is not as broad, but it is  
9 also not as narrow. If we needed to move, then we  
10 would like to be able to do that; however, we have no  
11 intent to do so. We wish to continue to meet on a  
12 monthly basis, but if something happened to where we  
13 could not then we would like to be able to move to  
14 that. In fact, I don't think the board members would  
15 want to not meet on a regular basis. I think they  
16 enjoy coming together.

17 DR. BARTH: I mean, I think it's not just about  
18 enjoyment; it's also about serving as a link between  
19 the public and the --

20 SUPT. COTTOMS: Right.

21 DR. BARTH: -- and the school district. So, I  
22 mean, I just do have -- obviously, somewhat ironic,  
23 we started the day today with folks pleading to get a  
24 school board back. And so I think it is -- it is  
25 worrisome in terms of this potential move from that

1 kind of commitment that this is expected in terms of  
2 --

3 SUPT. COTTOMS: Only if we would have to do that  
4 would we move to that.

5 DR. BARTH: Okay.

6 CHAIRPERSON REITH: Yes, Ms. Zook.

7 MS. ZOOK: Could I ask Legal a question with  
8 regard to that? Is -- I know the charters have  
9 different rules by statute than regular school  
10 districts with regard to school boards. And can they  
11 get a waiver from this particular -- it's actually  
12 board -- it's 6-16 -- I mean, 6-13-619 they're  
13 asking, not 6-16. But can you give me some clarity  
14 there, Ms. Davis?

15 MS. DAVIS: Sure. Jennifer Davis, Staff  
16 Attorney for the Department. We have not yet had a  
17 school board that has -- I mean, a local school  
18 district that has a waiver of the complete section of  
19 School Boards like our open-enrollment charter  
20 schools. We do have one district that has waivers  
21 under Act 1240 of certain provisions of this  
22 particular code section.

23 In listening to their presentation, if the  
24 concern is having -- members have to attend, you  
25 know, in person at the board meetings, this statute

1 does have a provision in there that allows the school  
2 district to create a policy to allow attendance via  
3 teleconference, telephone, for them. So the district  
4 themselves could adopt that policy. There is one  
5 provision that says they could only do that like  
6 three times a year, attend not in person; that that  
7 could be a very specific waiver if that is the  
8 problem for them. And the same thing with the  
9 monthly meetings; it could be very specific to this  
10 code section in having to meet monthly and having to  
11 be there, maybe possibly more than three times a year  
12 that they would have to be absent physically. If  
13 that's a concern then those can be very, you know,  
14 specific to that need. But there is only one other  
15 district that has waivers dealing with this code  
16 section just specifically, but not the entire school  
17 board.

18 MS. ZOOK: Okay. Thank you.

19 CHAIRPERSON REITH: Thank you, Ms. Zook.

20 Yes, Ms. Newton.

21 MS. NEWTON: The way I read the waiver request,  
22 you're also looking at the number of members on the  
23 board. How many members are on your board right now?

24 SUPT. COTTOMS: We have six members on the board  
25 and one vacancy.

1 MS. NEWTON: So help me out here, maybe Legal or  
2 Mr. Harvey. Can they change by policy the number of  
3 members on the board? If they're having trouble  
4 getting six members, could they have a policy where  
5 they could just push it back to having five?

6 MS. DAVIS: I'm going to have to read the code  
7 section real quick for that one. I can't address  
8 that right off the top of my head.

9 MS. NEWTON: Okay.

10 MS. DAVIS: Give me one second.

11 MS. NEWTON: Okay. All right. And then I'm  
12 also a little concerned about the quarterly meetings.  
13 I would be very open to allowing the telephone  
14 meeting, but pushing it back to quarterly just -- you  
15 know -- you want your board involved, you want them  
16 knowing what's going on on campus, and just meeting  
17 four times a year it's going to be very difficult for  
18 them to really understand what's happening in the  
19 schools and in the district. And to be able to plan  
20 and to -- you know -- to make a difference -- you  
21 know, one of the things you talked about was closing  
22 the achievement gap. Well, to close that gap you've  
23 got to have a plan and you've got to have people  
24 involved and it has to be everybody; it can't be just  
25 a few. So I'm a little bit concerned about that.

1           Another question that I had, I wasn't real sure  
2 what you were asking for on the flexible schedule.  
3 You mentioned a little bit about summer school. What  
4 exactly are your plans there?

5           SUPT. COTTOMS: Well, if we started a little bit  
6 earlier then we would be able to dismiss a little bit  
7 earlier, which would give us a little more time.

8           MS. NEWTON: So you're planning on starting  
9 sooner in August and then getting out earlier at the  
10 end of the year?

11           SUPT. COTTOMS: We will not -- we will not  
12 implement that waiver this particular school term,  
13 this coming school term. But, yes, in the future.

14           MS. NEWTON: So you're just -- you're talking  
15 about starting school sooner and then getting out  
16 earlier?

17           SUPT. COTTOMS: Yes, ma'am.

18           MS. NEWTON: Okay. The other question that I  
19 had was on the Teacher Licensure, the flexibility.  
20 And I understand the Delta and I understand the  
21 difficulty of getting teachers. My question was on  
22 the support that you're going to give those teachers  
23 that might be coming in and not having an education  
24 background or are coming in not having training.  
25 What kinds -- what plans have you made to kind of

1 support those teachers that are coming into a new  
2 situation?

3 SUPT. COTTOMS: Well, we would like for them --  
4 of course, they will participate in the regular PD as  
5 other teachers and we will have them to do PD on  
6 ideas. We have made plans, if we can go forward, for  
7 them to shadow the teachers who are there now.

8 MS. NEWTON: Okay. I would encourage you --  
9 there's some schools in southeast Arkansas through  
10 that co-op that have done some really outstanding  
11 things in supporting those teachers that they're  
12 hiring in flexibility. So I think Dr. Pfeffer can  
13 help you get in contact with them and look at some of  
14 the things that they've done to support those  
15 teachers, because, you know, we want them to get in  
16 there and we want them to stay.

17 SUPT. COTTOMS: Right.

18 MS. NEWTON: You want them to develop those good  
19 skills and then stay in the teaching profession. And  
20 I worry sometimes that that won't happen unless we  
21 support them in that first year or two. So she can  
22 get you in contact with some good things that I think  
23 that are going on in that area.

24 SUPT. COTTOMS: Well, thank you so much. Our  
25 high school principal and I have had conversations

1 about also of partnering those teachers with veteran  
2 teachers who are in our district.

3 MS. NEWTON: Yeah.

4 SUPT. COTTOMS: And, of course, we want all of  
5 our teachers to be licensed; however, right now it's  
6 just not happening.

7 MS. NEWTON: Yeah.

8 SUPT. COTTOMS: But we are encouraging the  
9 individuals that we are looking to employ to seek  
10 their license --

11 MS. NEWTON: Yes. Yes.

12 SUPT. COTTOMS: -- to get their license.

13 MS. NEWTON: Good. Good. I think that's all I  
14 have.

15 CHAIRPERSON REITH: Thank you, Ms. Newton.

16 Yes, Ms. Zook.

17 MS. ZOOK: Okay. Back to the school board.  
18 It's my understanding in statute that you can have  
19 five members or five zones and elected by zone or you  
20 can have seven with five by zone and two at-large.  
21 So you have some flexibility. I wonder if going to  
22 five members and then maybe if you do two at-large  
23 then if you're having trouble in a sixth zone then  
24 you open it up at-large. So you'd have to just  
25 redraw your zones. So I'm not there to solve

1           Marvell-Elaine's problem; y'all already know that. I  
2           just wonder if we could think of it in that way as  
3           opposed to the six or seven zones you have right now.  
4           And I'm not really sure what your configuration is at  
5           the moment. Could you enlighten me there?

6                   CHAIRPERSON REITH: And I don't know if it would  
7           be helpful, Ms. Davis, if there's anything you'd want  
8           to offer to this conversation --

9                   MS. DAVIS: No. I just --

10                   CHAIRPERSON REITH: -- based on your research?

11                   MS. DAVIS: Yeah. And that is correct. You  
12           could do five, but we had to look up the code section  
13           for Ms. Newton. So it's 6-13-631 that allows you to  
14           have five with two at-large, or the seven, but -- so  
15           that's why we just wanted to give you the law for  
16           that.

17                   MS. ZOOK: Thank you.

18                   CHAIRPERSON REITH: Thank you, Ms. Davis.

19                   Yes, Dr. Cottoms.

20                   SUPT. COTTOMS: We do have the five zones and  
21           two at-large.

22                   MS. ZOOK: Oh, already?

23                   SUPT. COTTOMS: We have -- we're supposed to  
24           have a seven-member board. But, again, we have one  
25           vacancy.

1 MS. ZOOK: I wonder if statute allows you to  
2 just have a five-member board? I'm trying to get you  
3 a whole board.

4 SUPT. COTTOMS: Yes, ma'am. And I appreciate  
5 that. We'll have to do some research.

6 MS. ZOOK: Yeah. I -- yeah, I don't know.

7 CHAIRPERSON REITH: And Ms. Davis maybe can sum  
8 that up there. Thank you, Ms. Zook.

9 And did that answer your question, Ms. Newton,  
10 in regards to --

11 MS. NEWTON: Yeah. That was my question, if  
12 they could go to just a five-member board.

13 MS. DAVIS: The law says you have to have five  
14 single member zones and two at-large, so there's  
15 still seven members. Whether it's zones or at-large,  
16 either way, it does say seven members.

17 MS. NEWTON: Okay.

18 MS. ZOOK: So you either have seven zones or  
19 five zones but you still have to wind up with seven?

20 MS. DAVIS: That's correct.

21 MS. ZOOK: Thank you.

22 CHAIRPERSON REITH: Additional questions from  
23 the Board?

24 I think I just have one question regards -- have  
25 you had conversations with your teachers and with

1 your community in regards to these requests?

2 SUPT. COTTOMS: Yes, we did.

3 CHAIRPERSON REITH: And no concerns expressed?

4 No concerns expressed, you have support from teachers  
5 and community?

6 SUPT. COTTOMS: We have support from the  
7 teachers and we have support from our community.

8 CHAIRPERSON REITH: Any final questions?

9 Otherwise, we'll entertain a motion.

10 MS. ZOOK: I'd like to ask them if you've talked  
11 with KIPP and Arkansas Virtual Academy to see how  
12 they believe these waivers have in fact helped them?

13 SUPT. COTTOMS: We have not.

14 MS. ZOOK: Okay. Then depending on how today  
15 goes, I think it would be good because they may say,  
16 "Well, yeah, it did help, but we discovered this  
17 wasn't needed at all," or whatever. Because you're  
18 asking for a waiver because the charter has it, but  
19 if it's not helping kids for having it by the charter  
20 then, you know, it's for naught. I can't think of  
21 any reason it wouldn't help, but just check to be  
22 sure.

23 SUPT. COTTOMS: Thank you. We will.

24 CHAIRPERSON REITH: Thank you, Ms. Zook.

25 So as we move into now the motions here, I do

1 want to inquire with the Board: is there anyone that  
2 would like us to take these by waiver topic or should  
3 we take this as a whole? Yes, I see a desire by  
4 waiver topic. So we will go by waiver topic.

5 On that, I'll entertain a motion regards to  
6 Flexible -- the Flexible Schedule request.

7 DR. BARTH: I move approval of the waiver on  
8 Flexible Schedule.

9 CHAIRPERSON REITH: Do I have a second?

10 MS. CHAMBERS: Second.

11 CHAIRPERSON REITH: Okay. Motion made by Dr.  
12 Barth, seconded by Ms. Chambers.

13 All in favor?

14 (UNANIMOUS CHORUS OF AYES)

15 CHAIRPERSON REITH: Any opposed?

16 Motion carries unanimously.

17 I'll entertain a motion regards to the waiver  
18 request for Board Meetings.

19 MS. NEWTON: I make a motion that they be  
20 allowed to have members call in, if needed, for a  
21 board meeting.

22 CHAIRPERSON REITH: And if I -- yeah, Ms. Davis,  
23 because I think we -- that has to be self-imposed,  
24 correct, by the district? Is that correct?

25 MS. DAVIS: Yes. The code section already

1 allows them to set a policy. It says -- hang on, let  
2 me get there -- because it does say that they have to  
3 be physically present except under subsection (d),  
4 which says the board may adopt a policy permitting a  
5 member of the board of directors who is unable to be  
6 physically present at a meeting to attend remotely.  
7 The limitation would be they cannot participate like  
8 in executive session. And it's up to three times per  
9 calendar year.

10 MS. NEWTON: So that's local imposed?

11 MS. DAVIS: Right. That would be their own  
12 board policy.

13 MS. NEWTON: Okay. So I move to deny the  
14 request for Board Meetings.

15 MR. WILLIAMSON: Second.

16 CHAIRPERSON REITH: Okay. Motion made by Ms.  
17 Newton, seconded by Mr. Williamson.

18 All in favor?

19 (UNANIMOUS CHORUS OF AYES)

20 CHAIRPERSON REITH: Any opposed?

21 Motion carries unanimously.

22 Moving on to the waiver request for Teacher  
23 Licensure, do I have a motion?

24 MS. NEWTON: I move to approve the request for  
25 Teacher Licensure.

1 CHAIRPERSON REITH: Do I have a second?

2 MS. ZOOK: Second.

3 CHAIRPERSON REITH: Okay. Motion made by Ms.  
4 Newton, seconded by Ms. Zook.

5 All in favor?

6 (MAJORITY CHORUS OF AYES)

7 CHAIRPERSON REITH: Any opposed?

8 DR. BARTH: No.

9 CHAIRPERSON REITH: May the record show a  
10 dissenting vote from Dr. Barth. Motion carries.

11 And to the final waiver request in regards to  
12 the Local Taskforce on Closing the Achievement Gap,  
13 do I have a motion?

14 MS. ZOOK: So moved.

15 CHAIRPERSON REITH: Moved to grant the waiver  
16 request. Do I have a second?

17 MS. DEAN: Second.

18 CHAIRPERSON REITH: Okay. Second made by Ms.  
19 Dean.

20 All in favor?

21 (MAJORITY CHORUS OF AYES)

22 CHAIRPERSON REITH: Any opposed?

23 DR. BARTH: No.

24 MS. NEWTON: No.

25 CHAIRPERSON REITH: Okay. Show dissenting votes

1 from Ms. Newton and Dr. Barth. Motion carries.

2 Thank you so much and best of luck.

3 Yes, Ms. Davis.

4 SUPT. COTTOMS: Thank you.

5 MS. DAVIS: Okay. So to add to at least my  
6 confusion -- okay, under 6-13 they did not use the  
7 Oxford comma, is really what the problem is. Under  
8 6-13-631, for a minority population district that has  
9 10% or greater minority they can change the zones and  
10 by resolution -- and there's a whole lot of stuff  
11 that you can have. They can choose to elect members  
12 to the board of directors from a five or a seven  
13 single member school zone or five with two at-large.  
14 So, but that would not be something that you would  
15 necessarily do; that would be for the district to do.  
16 So just for their --

17 CHAIRPERSON REITH: Edification.

18 MS. DAVIS: -- information and for those  
19 watching clarification.

20 CHAIRPERSON REITH: Thank you. Thank you for  
21 that, Ms. Davis. And, Dr. Cottoms, I hope that gives  
22 you some of the additional information and some  
23 research that you can take back to your community.

24 Thank you all so much and safe travels back.

25 B-4: DISTRICT REQUEST FOR WAIVERS GRANTED TO OPEN-ENROLLMENT

1 CHARTERS: MOUNTAIN HOME SCHOOL DISTRICT

2 CHAIRPERSON REITH: Moving on to Action Agenda  
3 Item B-4; these are the waiver requests from the  
4 Mountain Home School District. Ms. McLaughlin,  
5 you're recognized.

6 MS. McLAUGHLIN: Thank you. Today we have  
7 representatives of the Mountain Home School District  
8 appearing before the Board with a petition for  
9 waivers. Their topics today are Flexible Schedule,  
10 Class Size and Teaching Load, Teacher Licensure, and  
11 Grading Scale. Their 90 days will expire on July  
12 12th. They are requested for three years. The  
13 speakers that will be available for their  
14 presentation today are Dr. Gigliotti, assistant  
15 superintendent; Dr. Brown, the director of student  
16 services; I'm just going to say the junior high  
17 principal; and Janet Wood, the director of research  
18 and development. And you will probably want to swear  
19 all of these folks in today.

20 CHAIRPERSON REITH: Thank you. And is there any  
21 opposition signed up, Ms. McLaughlin?

22 MS. McLAUGHLIN: I will check.

23 CHAIRPERSON REITH: Thank you so much.

24 So with that, all intending to offer testimony  
25 if you can kindly stand at this time and raise your

1 right hand. Do you swear or affirm that the  
2 testimony you're about to give shall be the truth,  
3 the whole truth, and nothing but the truth?

4 (ALL SPEAKERS ANSWERED AFFIRMATIVELY)

5 CHAIRPERSON REITH: Wonderful. Thank you so  
6 much.

7 To the Mountain Home School District, you now  
8 have your 20 minutes. And if each speaker could  
9 kindly state your name and title as you commence for  
10 our -- purpose of our court reporter.

11 DR. GIGLIOTTI: Yes. I am Dr. Leigh Ann  
12 Gigliotti, assistant superintendent of Mountain Home  
13 Public Schools. And joining me today, my colleagues:  
14 Dr. Dana Brown, director of student services; Mr. Ron  
15 Czanstkowski, Mountain Home Junior High principal;  
16 and Mrs. Janet Wood, director of research and  
17 development.

18 Thank you for providing time and your  
19 consideration to Mountain Home School District's Act  
20 1240 waiver request. On June 9, 2016, the State  
21 Board of Education approved the amendment request of  
22 Mountain Home School District's conversion charter  
23 school, Mountain Home High School Career Academies,  
24 for additional waivers from state regulations to  
25 provide its students a more flexible learning

1 environment. This decision has enabled us to  
2 restructure our high school so as to better meet the  
3 individual needs of all of our students. We are  
4 excited to see the dividends this restructuring is  
5 already paying in terms of post-secondary readiness  
6 for our high school students.

7           Though we are pleased to see the success of our  
8 innovations in grades 9 through 12, we are equally  
9 excited about the future -- the future may hold for  
10 all of our students in grades K through 12. As such,  
11 we are proud to announce that Mountain Home School  
12 District has been selected to pilot Summit  
13 Personalized Learning. Summit is the product of a  
14 partnership among Summit Public Schools in  
15 California, Stanford University, and Facebook.  
16 Piloting Summit will give our teachers access to  
17 expert training and personalized learning pedagogy,  
18 as well as access to a world-class differentiated and  
19 personalized learning platform. The platform comes  
20 with a comprehensive curriculum approach developed by  
21 teachers in classrooms. The base curriculum is  
22 aligned with state standards and each course includes  
23 meaningful projects, playlists of content and  
24 assessments, all of which can be customized.  
25 Teachers can adapt or create new playlists and

1 projects to meet their students' needs. The goal is  
2 to empower students to be self-directed learners.  
3 Students build content knowledge by working at their  
4 own pace and take assessments on demand. Teachers  
5 help students set short-term and long-term goals and  
6 connect these back to their daily actions. This  
7 method engages students in in-depth -- excuse me --  
8 in-depth learning projects. Students build and  
9 demonstrate cognitive skills and apply what they've  
10 learned by working through authentic, meaningful  
11 projects. Teachers facilitate these hands-on  
12 projects and a platform provides tools to customize  
13 projects or create new ones. Teachers utilize data  
14 to personalize instruction by assessing student  
15 performance on a daily basis and use that data to  
16 personalize instruction and provide additional  
17 support through mentoring and coaching.

18 After consulting with Summit Public Schools and  
19 visiting schools that have already fully implemented  
20 the program, we have decided it is the best interest  
21 of our students to pilot this program during the 17-  
22 18 school year for students in 8th grade. We  
23 eventually foresee making Summit and other curriculum  
24 platforms available to all students grades K through  
25 12. As we are aware, piloting Summit will require

1 our K through 8 to hold many of the same waivers that  
2 had been granted to our high school. We respectfully  
3 request that pursuant to Section 4.02.7 of the  
4 Arkansas Department of Education rules governing  
5 public charter schools that you waive the provisions  
6 of Section 4.02.3 of the rules and allow Mountain  
7 Home Public School District to present its amendments  
8 request to be considered for approval.

9 I'd like to now turn it over to my colleague,  
10 Dr. Dana Brown.

11 DR. BROWN: First of all, I'd like to thank you  
12 very much for your continued support. Mountain Home  
13 High School Career Academies has been --

14 CHAIRPERSON REITH: I'm sorry, Ms. Brown; if you  
15 could state your title for the record. My apologies.

16 DR. BROWN: Sorry. I'm Dr. Dana Brown; I'm the  
17 director of student services at Mountain Home Public  
18 Schools. So, again, thank you very much for your  
19 continued support. Mountain Home High School Career  
20 Academies, grades 9 through 12, have been a  
21 conversion charter school since 2003. So we're very  
22 excited that you have continued to support our  
23 efforts to make a different opportunities and options  
24 for our students in their educational growth.

25 When looking at change we kind of refer to Peter

1 Drucker, "A systematic change requires a willingness  
2 to look on change as an opportunity." So any time  
3 that we're looking at doing something a little bit  
4 different we really want to make sure that we look at  
5 it positively and how it impacts students.

6 So our rationale for the waiver request is to  
7 provide students in grades K through 8 a flexible  
8 learning environment through Summit Learning and  
9 local online venues; to allow students to work  
10 through curriculum content at their own pace. The  
11 Mountain Home Public School District does have a  
12 strategic plan in place and we want to make sure that  
13 it introduces learning-based-learning within its  
14 strategic plan. We hope that our option that we're  
15 looking to provide will increase graduation rates to  
16 address that at-risk population and utilize  
17 technology within a real world application as  
18 provided in most of your post-secondary institutions.

19 So our requested waivers -- with Flexible  
20 Scheduling, Mountain Home School District is resolved  
21 to individualize its educational offerings to meet  
22 the unique needs and goals of each student. We  
23 understand that a true personalized learning  
24 environment demands flexible -- flexibility and seat  
25 time, as well as flexibility and credit hours and

1 even the school calendar. By waiving time  
2 requirements we are able to meet our students where  
3 they are and allow them to work at a pace that is  
4 appropriate on their own needs. If one student takes  
5 just 10 weeks to master standards in that semester  
6 course, then that student can proceed to the second  
7 semester content without waiting. However, if  
8 another student takes longer to demonstrate  
9 competency on a semester content the student will  
10 continue mastering that content through the second  
11 semester. This strategy allows us to insure more  
12 effectively that no child in grades K-8 is left  
13 behind and creates flexibility in the schedule for  
14 potential age appropriateness job shadowing,  
15 internships, or apprentice opportunities for upper  
16 middle school students. Ultimately, implementing  
17 personalized learning is a critical component of our  
18 district plan to increase graduation rates and to  
19 enhance that post-secondary success. In addition to  
20 the above mentioned request, flexibility to meet the  
21 requirement of a school day in an online venue due to  
22 inclement weather would further reinforce the goal of  
23 meeting our student needs.

24 Addressing the waiver for Class Size and Teacher  
25 Load -- to complete an effective and personalized

1 learning environment for all students Mountain Home  
2 School District also needs to replicate the waivers  
3 it holds from class size and teaching load at the  
4 high school and apply them to grades K through 8.  
5 Though we do not anticipate exceeding the grade level  
6 class size limit by more than five students, we  
7 nevertheless recognize that a blended learning  
8 environment in competency-based learning may lead to  
9 a more fluid progression from one class to another  
10 for some students in limited circumstances.  
11 Likewise, the Mountain Home Public School District  
12 believes that in order to implement an internship  
13 program and an exceptional array of exploratory  
14 elective courses, some elective courses and teachers  
15 of those courses may need more than the maximum  
16 allowance of students. The district will use these  
17 waivers on an as-needed basis only and will not  
18 exceed the number of students permitted by the  
19 standards rules by more than four students per case  
20 and/or 25 additional students per day. If we do have  
21 to utilize this waiver, we would ask for teachers to  
22 volunteer to educate those extra students and we  
23 would be willing to compensate that teacher for their  
24 prep time.

25 For Teacher Licensure, Mountain Home School

1 District requests a replication of these waivers  
2 which are currently held at the high school, to the  
3 extent that they are necessary to give the district  
4 the flexibility it needs to hire business and  
5 industry partners and/or professionals who otherwise  
6 possess outstanding credentials and a work history,  
7 but who may not hold that valid Arkansas licensure to  
8 teach an elective course. All individuals who are  
9 employed utilizing this waiver will be required to  
10 pass the criminal background check and child  
11 maltreatment registry check.

12 Concerning the Grade Scale, by waiving the grade  
13 scale for some non-core courses students are able to  
14 receive a credit-for-credit, or CR, or NC for no  
15 credit on their transcript for courses that are  
16 service learning based, as well as age appropriate  
17 job shadowing, internships and apprenticeships. This  
18 allows business partners to assess performance  
19 without assigning a level grade or letter grade and  
20 complete -- or complete an assessment for the real  
21 world experiences that they are providing.

22 So implementation of the competency based  
23 progression, beginning with a program by utilizing  
24 resources from Virtual Arkansas, which is a partner  
25 that we currently use, MobyMax, as well as local

1 resources through Google Classroom and Summit  
2 Learning, with the focus on grades K-8. Students  
3 would be able to work from any location; however,  
4 they would have to come on campus for exams. Provide  
5 students a personalized educational environment, as  
6 well as class size limits for blended learning  
7 environment and competency based learning courses.

8 We do want to add to the addendum, just so that  
9 you understand that we do take what we do seriously  
10 at Mountain Home and we want to make sure that we are  
11 accountable for what it is that we're offering for  
12 our students. So with the addendum that we are  
13 asking that these waivers be subject to a formal  
14 review after five years and our intention is to write  
15 a conversion charter application for grades K through  
16 8 in the same review cycle that we currently are on,  
17 which would be -- 2014 was the last time that we  
18 renewed, so 2018-19, so that we would be within that  
19 same conversion charter with our high school so it  
20 makes it a little bit more flow.

21 So at this time I would like to turn it over to  
22 our director of resource and development, Janet Wood,  
23 to talk to you a little bit about some research that  
24 we did.

25 MS. WOOD: Hi. I'm Janet Wood, director of

1 research and development. To properly understand how  
2 Act 1240 waivers apply to our K-8 population we did  
3 research on how other charter schools are applying  
4 them to increase their student achievement. The  
5 waivers we are requesting meet the needs of a  
6 specific population of students, those seeking the  
7 flexibility and accommodations not readily available  
8 in our brick-and-mortar setting. For the 2016-17  
9 school year we had 12 students in grades K through 8  
10 who left our school to enroll in another virtual  
11 opportunity; 10 of them enrolled in Virtual Arkansas  
12 Academy and 2 of them into Arkansas Connections. And  
13 during this same time we noticed a slight increase in  
14 parents choosing to home-school. The exit interviews  
15 that we do revealed two main reasons for our students  
16 moving out of the traditional setting. The first one  
17 was they wanted a different experience for their  
18 child, and the second was to allow them to work at  
19 their own pace. Mountain Home Public Schools, we  
20 strongly support our home-school population and we  
21 respect what those parents are doing with their  
22 children. We're trying to meet the needs of parents  
23 who may not have had that same experience but they  
24 want a different venue.

25 We researched a couple of open-enrollment

1 charter schools to learn what was working for them  
2 and we did find that we're using the same methods  
3 that these waivers would permit for us. There's a  
4 growing demand for this flexibility. One of the  
5 virtual academies that we visited with started this  
6 school year with 240 students; they are currently at  
7 500 and they're projected to have over 700 when  
8 school starts in the fall. So this information is  
9 really enlightening; it kind of helps understand the  
10 enrollment -- our enrollment that has fluctuated over  
11 the last couple of years.

12 When we were granted this flexibility seat time  
13 waiver for our 9th grade class for this school year  
14 it was requested that we provide you feedback. So  
15 with our current request in front of you we felt this  
16 was the appropriate time to share that 9th grade  
17 experience. Mr. Ron Czanstkowski, our junior high  
18 principal, will provide that feedback in an effort to  
19 support our rationale for this waiver request. Thank  
20 you.

21 CHAIRPERSON REITH: Thank you.

22 MR. CZANSTKOWSKI: Thank you very much. My name  
23 is Ron Czanstkowski, Mountain Home Junior High  
24 principal. About a year ago you asked me to come  
25 back and let you know how well the kids did in 9th

1 grade on the flex path, Virtual Arkansas curriculum.  
2 On the flex path, if you can't remember that or don't  
3 know what we're talking about, is where we allow a  
4 kid to start a class maybe in October and finish by  
5 December, or they start in August and finish in  
6 October and then start something new right then.  
7 Some kids could -- you know -- it could change the  
8 way they do things for more flexibility. And I want  
9 to thank you for letting us do that because you gave  
10 us a chance to give our parents and kids options and  
11 they really do like those options.

12 For a total this year, we had 344 9th grade  
13 students; only 5 kids were involved in the flex path.  
14 And last year I told y'all I expected between 5 and  
15 10 maybe at most, because it is very serious and it's  
16 very difficult to do long-line learning at that age,  
17 and we respected your concern for the age of kid and  
18 doing the flex path model through Virtual Arkansas.  
19 For example, why the kids chose or they applied for  
20 it, a girl had the birth of a baby; another mother  
21 took a job as a traveling nurse and she was the  
22 primary caregiver; and another girl had documented  
23 social/emotional issues; and another one, the school  
24 was not meeting her learning style. Now that's kind  
25 of vague but all these kids I'm talking about we did

1 try traditional IEP and 504 routes, you know, to  
2 handle their concerns. But they just had extenuating  
3 circumstances in their family, personal life, or at  
4 school that caused them trouble. But what's been  
5 awesome about it is every one of these children has  
6 either stayed on track with it and doing okay -- of  
7 course, once the baby was born they had to take a  
8 break for awhile right before they started back up,  
9 but that's the flexibility that you allow us to have.  
10 And the young lady that has social/emotional issues,  
11 when I had her in the junior high didn't speak to me  
12 for over six months -- and she's my office worker.  
13 We had her there on purpose so she would actually be  
14 able to, you know, start getting socially/emotionally  
15 better. We would take time to talk to her. And  
16 straight Fs, never said a word; finally, toward the  
17 end of the year she started talking. In 9th grade  
18 this year, she -- I'm sorry -- 9th grade last year,  
19 all Fs; retaking 9th grade this year with this flex  
20 path, all As and Bs. After a rough start, after  
21 people helping her, came back and did very well. So  
22 that's been awesome. And then we had a boy that just  
23 had severe gastrointestinal issues that were just so  
24 bad that he was losing massive weight and in so much  
25 pain that he could not function even close to

1 normally in a school setting. Not even homebound  
2 instruction was working because he many times felt  
3 too bad. So, but he did -- he was able to recover  
4 two flunked classes, or failed classes, from the  
5 first semester of this year and has kept on pace to a  
6 point this year with his current semester classes,  
7 second semester. Now he still has to finish things  
8 because he's had a lot of trouble physically with his  
9 medical condition. But what I'd like to say in a  
10 nutshell with this is if you had not granted us the  
11 opportunity to do this we'd have most likely lost all  
12 those kids to homeschool. But because we gave them  
13 an option and we actually could say, "Look, we really  
14 do care; we think we have the best people for you; we  
15 can still help you; we want to help you, and here's  
16 some options and flexibility on your part," it's  
17 worked out pretty well. And one of the girls  
18 actually started it in October and realized it was  
19 still school and it was still hard and work and  
20 responsibility. And she came to us in December and  
21 said, "Hey, this wasn't for me. I want to come  
22 back." But I really think that if we wouldn't have  
23 given her the option up-front and the parents the  
24 option up-front we wouldn't have got her back; they  
25 would've kept going to some other venue. And I

1 really feel like that the young man that's very ill  
2 would've already been gone or maybe in a couple of  
3 years say, "You know what, I'm 17, I'm doing  
4 something else." And I really feel like he will have  
5 a chance to finish.

6 And if I can add just very quickly, what's  
7 happened recently for next years kids, from 7th grade  
8 to 8th grade, I've had two parents come in the last  
9 month -- one a parent of a gifted student, one a  
10 parent of a struggling student. And the gifted  
11 student's mom came in and she said, "Look, you do  
12 something, give me some choices or we're out." I  
13 mean, almost that bluntly. And we have Summit  
14 coming, so she -- and she's been at every meeting  
15 we've had; she's pumped about it, it's all good. The  
16 other parent was a struggling parent. You know what  
17 they said? "I need something or I'm out." I mean,  
18 it was exactly the same conversation for two  
19 different reasons. And the Summit opportunity is  
20 equally as good for the gifted as it is for the  
21 struggling kid, as well as the Google Classroom and  
22 other opportunities, plus just the fact that we teach  
23 well in our school building with our kids and our  
24 teachers and parents. I did have a kid that's  
25 exceptional Motor Cross that's been sponsored,

1 already making money doing it, that he wants to be a  
2 Mountain Home graduate but come to Mountain Home only  
3 so often because he has to go Thursday, Friday,  
4 Saturday, Sunday on the road to compete and he's like  
5 winning money and doing well and he's basically a  
6 professional right now.

7 So, in a nutshell, I have two more stories like  
8 that I could've shared; I'm out of time. But they're  
9 very similar and the options are great, if you can  
10 keep doing that with us. Thank you.

11 CHAIRPERSON REITH: Thank you so much, Mr.  
12 Czanstkowski. And there was no opposition signed up;  
13 correct?

14 MS. McLAUGHLIN: No.

15 CHAIRPERSON REITH: So you all do have 5 minutes  
16 for final closing remarks, if there was something  
17 that you all didn't get to touch on.

18 DR. GIGLIOTTI: We appreciate your consideration  
19 in granting the petition of waivers, and that  
20 concludes our closing remarks.

21 CHAIRPERSON REITH: Short and sweet. Thank you  
22 for that.

23 So with that, we open it now to questions from  
24 the Board. Yes, Ms. Newton.

25 MS. NEWTON: Congratulations on what you're

1 doing, and you're doing some great things for kids,  
2 and I love hearing the stories that you tell that  
3 show me that decisions we make do make a difference  
4 for kids. So I really appreciate that.

5 The question that I had was with the class size.  
6 And you're talking about increasing the class size  
7 five students K-12? Is it for K-12?

8 DR. GIGLIOTTI: Yes.

9 MS. NEWTON: For core classes?

10 DR. GIGLIOTTI: Yes, ma'am.

11 MS. NEWTON: Okay. I'm just going to be honest,  
12 that gives me some great pause. You know, one of our  
13 things that we're doing right now is trying to make  
14 sure every child is reading on grade level by 3rd  
15 grade, and I just can't see putting 30 1st graders in  
16 a class and teaching them to read. It's -- you know  
17 -- it could probably work with some teachers, but I  
18 just -- I'm very concerned about that.

19 DR. GIGLIOTTI: We visualize having a grade  
20 level -- we currently have, our structure, a  
21 kindergarten building; we have a 1st and 2nd grade  
22 building; and then a building for 3, 4 and 5; and  
23 then we have a middle school of 6 and 7; and then  
24 another building for 8 and 9; and then our high  
25 school is 10, 11 and 12. The idea would be to -- of

1 our classes, we have approximately between 250 and  
2 300 students per grade level. Teachers would -- we  
3 have a little flexibility; our seating is not  
4 entirely at max. We would absolutely balance the  
5 class sizes and the teacher that volunteers for the  
6 flexible path to have a few more students in that  
7 classroom we will still absolutely practice the  
8 target of maximum students. So a teacher with a  
9 traditional method classroom may have 20 students,  
10 traditional method, and the teacher next door may  
11 have 15 traditional and then the 5 in a flex path. I  
12 will try to explain that better. Students that apply  
13 to be in flex path, the idea is to have four core  
14 teachers that are K-8. And imagine the power if a  
15 student is in the program and as they move through  
16 the school system entering kindergarten their English  
17 teacher would be the same English teacher K-8 as they  
18 vertically move through our system. Same for the  
19 other three core areas for the math, science and  
20 social studies. And we would integrate other SLEs,  
21 Student Learning Expectations, for example, the fine  
22 arts and the PE. So the ideas are just -- would have  
23 four classroom teachers with that flexibility also of  
24 blending the classrooms and bridging the grades for  
25 licensure and students not bound by grade. So you

1           could have that cohort of students with the teacher  
2           that is the teacher of Summit and that student would  
3           also be with that teacher ideally through their K-8  
4           experience. So that's a concern for us as well, and  
5           we'd like to pilot that and monitor it closely.

6           MS. NEWTON: I really like the grading scale  
7           where you were going to waive and so students in the  
8           flex mod or personalized learning they could get some  
9           credit. I really like that. I thought that was a  
10          great idea. And I'm sure there will be other  
11          districts that will borrow that idea from you, so  
12          that was very good.

13          CHAIRPERSON REITH: Thank you, Ms. Newton.  
14          Any additional -- Ms. Ables.

15          MS. ABLES: I had a question about the credits  
16          on the new grading. What grade levels is that going  
17          to be?

18          MR. CZANSTKOWSKI: Are you talking for Summit or  
19          are you talking for the --

20          MS. ABLES: For the credit or no credit, would  
21          that go all the way K-12?

22          MR. CZANSTKOWSKI: Well, credits only -- sorry;  
23          credits only occur --

24          MS. ABLES: Right.

25          MR. CZANSTKOWSKI: -- in grades 9 through 12 --

1 MS. ABLES: Right.

2 MR. CZANSTKOWSKI: -- as we receive waivers from  
3 the State Department --

4 MS. ABLES: So --

5 MR. CZANSTKOWSKI: -- for education, you know,  
6 for 8th grade kids and, you know, for those. So what  
7 we've had in the past -- and Ms. Brown and I were  
8 together at the high school -- she could speak to  
9 this as well. Generally, they're, you know, the  
10 local credits, you know, and they give kids  
11 opportunities to try things they would not normally  
12 try. And it's just -- it's a CR or an NC, credit or  
13 no credit.

14 MS. ABLES: Right. Well, how is that going to  
15 impact students that are applying for scholarships?  
16 If they have 24 hour credits but they're only getting  
17 grades -- or grades for 22 of them, or however many,  
18 have y'all figured out how that's going to work out  
19 for scholarships and all that?

20 MR. CZANSTKOWSKI: That's a great question. If  
21 I'm mistaken, Ms. Brown, please chime in too. But  
22 I'm certain that the credit classes have always been  
23 above and beyond the 24 and 26; 26 is honor grad  
24 status for us. Many kids -- we give 32 credits at  
25 Mountain Home. You can hold more than that actually

1 because we have some 8th grade courses for high  
2 school credit. So I don't recall any credit classes,  
3 the CRs, being anything even remotely close to 24.  
4 It's been way above and beyond.

5 MS. ABLES: Okay. And --

6 DR. BROWN: Can I also add --

7 MS. ABLES: Yes.

8 DR. BROWN: -- that it's been a very positive  
9 experience because whenever they apply for  
10 scholarships -- because we've given them those  
11 internship opportunities they are able to say and  
12 decide before they spend so much money in college.  
13 They make that decision what they don't like before  
14 they can say that and then they articulate that  
15 within those interviews or on their application or  
16 essays. The service learning piece is huge as well  
17 because a lot of those kids -- you want to build that  
18 philanthropic attitude early, so giving them the  
19 opportunity is very powerful.

20 MS. ABLES: Now I love the idea. I just want to  
21 make sure when you divide it out that it's not --

22 DR. BROWN: No.

23 MS. ABLES: -- impacting their GPA.

24 And will you explain a little bit more about the  
25 teacher prep time and how y'all are going to use

1 that, what that's going to look like?

2 DR. GIGLIOTTI: We would like to -- if a teacher  
3 -- if the class size is over the standard class size,  
4 the maximum, we would -- we have plans; we've been  
5 discussing an additional prep time for the teacher  
6 and compensation.

7 MS. ABLES: Okay. Thank you.

8 CHAIRPERSON REITH: Any additional questions?

9 Yes, Dr. Barth.

10 DR. BARTH: Just one quick question so I can get  
11 clear on the Teacher Licensure piece. I think I  
12 heard you say -- I think it's in -- I think this is  
13 what's said here is these are really limited to those  
14 handfuls of career oriented courses. Correct?

15 MR. CZANSTKOWSKI: Yes.

16 DR. BARTH: Okay. Just wanted to get clear on  
17 that, that it's not a broader waiver than might be  
18 suggested. Thanks.

19 CHAIRPERSON REITH: And then I just have one  
20 brief question. Can you confirm that you've  
21 consulted with teachers and community around this  
22 plan and there was positive feedback?

23 DR. GIGLIOTTI: Yes.

24 CHAIRPERSON REITH: I see a lot of nodding  
25 heads.

1 DR. GIGLIOTTI: Yes. Yes.

2 CHAIRPERSON REITH: Okay.

3 DR. GIGLIOTTI: Yes.

4 CHAIRPERSON REITH: All right. Thank you.

5 DR. GIGLIOTTI: Okay.

6 CHAIRPERSON REITH: Thank you. I appreciate  
7 that.

8 Ms. Zook, I think you have a final question.

9 MS. ZOOK: I appreciate you checking with the  
10 charter. Thank you very much. And I also want to  
11 take this opportunity to thank you for having me at  
12 your school. I think the one thing -- although the  
13 Governor and everyone was very impressive, but I was  
14 especially impressed with the way that you had  
15 incorporated some of your ALE students with other  
16 students in your coding and computer science classes.  
17 And I think that that could serve as a great example  
18 because if everybody starts at the same level then  
19 those kids who maybe have never been able to do --  
20 and I noticed they interacted well with the Governor  
21 and so they obviously are building their social  
22 skills too. So thank you for having me there and  
23 thank you for letting me visit that class.

24 CHAIRPERSON REITH: Thank you, Ms. Zook.

25 So with that, I think we can move into the

1 motions. And I just want to briefly look around.  
2 Any desire to do this by waiver topic or can we --  
3 okay.

4 So with that, I will entertain a motion regards  
5 to Flexible Scheduling.

6 MS. DAVIS: Okay. Real quick, can I --

7 CHAIRPERSON REITH: Yes, Ms. Davis.

8 MS. DAVIS: Okay. I just wanted to confirm,  
9 they said it again in their presentation it was for a  
10 five-year term, even though it was introduced as  
11 three years. So I just want to confirm. Is it three  
12 or five?

13 DR. BROWN: Three.

14 MS. DAVIS: Three. Okay. So it is going to be  
15 -- okay.

16 DR. BROWN: Three will allow it to roll with our  
17 cycle, so --

18 MS. DAVIS: Okay. And then also the 6-18-210,  
19 again, that's repealed.

20 And then in regards to the Class Size waivers,  
21 will your teachers be compensated for anybody over  
22 150 students?

23 DR. GIGLIOTTI: Yes.

24 MS. DAVIS: Okay. I don't have anything else.

25 CHAIRPERSON REITH: Thank you so much, Ms.

1  
2  
3  
4  
5  
6  
7  
8  
9  
10  
11  
12  
13  
14  
15  
16  
17  
18  
19  
20  
21  
22  
23  
24  
25

Davis.

So with that, I will entertain a motion regards to Flexible Scheduling.

DR. BARTH: I move approval of the Flexible Scheduling waiver.

CHAIRPERSON REITH: Okay. Do I have a second?

MS. NEWTON: Second.

CHAIRPERSON REITH: Motion made by Dr. Barth, seconded by Ms. Newton.

All in favor?

(UNANIMOUS CHORUS OF AYES)

CHAIRPERSON REITH: Any opposed?

Motion carries unanimously.

Moving on to the waiver request for Class Size and Teaching Load, I will entertain a motion.

MS. NEWTON: I move to deny the waiver on Class Size and Teaching Load.

DR. BARTH: Second.

CHAIRPERSON REITH: Motion made by Ms. Newton, seconded by Dr. Barth.

All in favor?

(MAJORITY CHORUS OF AYES)

CHAIRPERSON REITH: Any opposed?

MS. ZOOK: Aye.

MS. CHAMBERS: Aye.

1 MR. WILLIAMSON: Aye.

2 CHAIRPERSON REITH: Okay. May the record show  
3 dissent from Ms. Zook, Mr. Williamson, and Ms.  
4 Chambers. That said, motion still carries.

5 Moving on to the waiver request for Teacher  
6 Licensure, I will entertain a motion.

7 MS. CHAMBERS: I move we accept the waiver on  
8 Teacher Licensure.

9 MS. ZOOK: Second.

10 CHAIRPERSON REITH: Okay. Motion made by Ms.  
11 Chambers, seconded by Ms. Zook.

12 All in favor?

13 (UNANIMOUS CHORUS OF AYES)

14 CHAIRPERSON REITH: Any opposed?

15 That motion carries unanimously.

16 And then to the final waiver topic on Grading  
17 Scale I will entertain a motion.

18 DR. BARTH: Move approval on Grading Scale  
19 waivers.

20 MS. ZOOK: Second.

21 CHAIRPERSON REITH: Motion made by Dr. Barth,  
22 seconded by Ms. Zook.

23 All in favor?

24 (UNANIMOUS CHORUS OF AYES)

25 CHAIRPERSON REITH: Any opposed?

1 Motion carries unanimously.

2 Thank you so much to the Mountain Home School  
3 District. Keep up the good work.

4 B-5: DISTRICT REQUEST FOR WAIVERS GRANTED TO OPEN-ENROLLMENT  
5 CHARTERS: NORTH LITTLE ROCK SCHOOL DISTRICT

6 CHAIRPERSON REITH: Okay. And we will continue  
7 proceeding. This is our last Act 1240 request and  
8 that comes from the North Little Rock School  
9 District. Ms. McLaughlin, if you will introduce  
10 Action Agenda Item B-5.

11 MS. McLAUGHLIN: Yes, ma'am. For Action Item  
12 Agenda B-5, we have North Little Rock School  
13 District. Representatives are here to appear before  
14 the Board with a petition for waivers. They have  
15 topics on Teacher Licensure, Flexible Schedule, and  
16 Class Size and Teaching Load. Their 90 days will  
17 expire on July 9th of this year. They are requesting  
18 for five years. They do have Michael Clark, 6th  
19 grade building administrator; Pierce Peacock, 6th  
20 grade counselor; Lee Tackett, the North Little Rock  
21 Middle School principal; Karli Saracini, the North  
22 Little Rock School District executive director, who  
23 will all be involved in the presentation. And Dr.  
24 Beth Stewart and Kelly Rodgers, the district deputy  
25 superintendent and superintendent of schools, are

1 here in attendance as well.

2 CHAIRPERSON REITH: Thank you. Is there any  
3 opposition signed up, Ms. McLaughlin?

4 MS. McLAUGHLIN: I don't know, but I'll go  
5 check.

6 CHAIRPERSON REITH: Thank you so much.

7 In the interim, those planning to offer  
8 testimony if you'd kindly stand at this time and  
9 raise your right hand to be sworn in. Do you swear  
10 or affirm that the testimony you're about to give  
11 shall be the truth, the whole truth, and nothing but  
12 the truth?

13 (ALL SPEAKERS ANSWERED AFFIRMATIVELY)

14 CHAIRPERSON REITH: Wonderful. Thank you so  
15 much.

16 To the North Little Rock School District, your  
17 20 minutes will begin. And just a kind reminder, if  
18 you could say your name and title at the beginning of  
19 your testimony for our court reporter.

20 MS. TACKETT: I'm Lee Tackett and I'm the  
21 principal at North Little Rock Middle School. And we  
22 are a middle school that is 71% free and reduced  
23 lunch, with 1780 students, grades 6 through 8. So we  
24 have every middle school student in the city of North  
25 Little Rock. And we are excited to be looking at the

1 program of Opportunity Culture, extending the reach  
2 of excellent teachers, how every North Little Rock  
3 student can have -- or middle school student can have  
4 great teachers every year in smaller learning  
5 communities. When I say 1700 middle school kids I  
6 know what you think. Well, we're trying to make it a  
7 little bit smaller for these kids. So we think with  
8 the North Little Rock Middle School Charging Wildcats  
9 in conjunction with Higher Education and the State  
10 Department of Education, we are thinking world-class  
11 schools.

12 There are five principles to Opportunity  
13 Culture. They reach more students with excellent  
14 teachers and their teams; they pay teachers more for  
15 extending the reach; they fund-pay within our regular  
16 budget; and they provide protected in-school time and  
17 clarity about how to use it for planning,  
18 collaboration, and development. We match authority  
19 and accountability to each person's responsibility.

20 What we are doing is a lead teacher program and  
21 we are so excited about this happening. We have five  
22 teachers that have been named the lead teachers that  
23 we have -- that are excited about it too. I don't  
24 know if you know but North Little Rock has  
25 consolidated all their middle schools and their high

1 schools, so we're big. And we just -- we want to  
2 make it smaller. The transition from the elementary  
3 school to the 6th grade building is a little  
4 traumatic sometimes for a 5th grader, so we want to  
5 make those small communities in that 6th grade  
6 building where we have team teachers and these lead  
7 teachers are in charge of these teams. These teams  
8 -- these teachers just -- they take that team of  
9 teachers and they work with that team of kids and all  
10 those teachers -- math, science, social studies,  
11 English -- will all have the same kids. They will be  
12 a true team. They will -- each teacher will be  
13 building a relationship with those kids to meet those  
14 kids exactly where they are. That is what is so  
15 exciting. Some kids have missed some skills along  
16 the way. Some kids, there's gaps in their education.  
17 We believe by using a lead teacher program with a  
18 multi teaching aspect and -- our Opportunity Culture  
19 proposal will help make these kids successful when we  
20 are working with them on an individual plan.

21 The Opportunity Culture team proposal for a lead  
22 teacher, they have to have five or more years'  
23 experience, a master's degree or be National Board  
24 certified, they have to attend the Arkansas  
25 Leadership Academy. We have an aspiring teacher, an

1 interim student intern, a novice teacher, and  
2 experienced teacher.

3 And I'm going to turn this over to Karli  
4 Saracini because she's going to talk to you a little  
5 bit about these teacher pieces.

6 MS. SARACINI: I'm Karli Saracini, director of  
7 HR for North Little Rock. We're excited about this  
8 because these waivers will grant us to be able to  
9 construct staffing and scheduling to reach all our  
10 students with highly effective teachers. And when we  
11 talk about that we're talking about transforming  
12 teachers into leaders and this helps us attract,  
13 develop, and retain these teachers. Because you  
14 know, as well as I do, we have a teacher shortage and  
15 that shortage is not because we don't have enough  
16 licensed; it's just they're not staying in the  
17 profession. So we're going to work and partner with  
18 Higher Education, and our two main ones that we're  
19 going to partner with are Harding University and UCA-  
20 University of Central Arkansas.

21 And so when we talk about the licensure waiver  
22 this is going to give us flexibility because we're  
23 going to have interns that are going to be there with  
24 the teachers in the classroom. And we want them to  
25 get a true experience because when they come to us

1 they may not have that cultural awareness, and  
2 especially with our diverse population in North  
3 Little Rock. We want them to be entrenched in the  
4 trenches, just like the teachers, so that when they  
5 get ready to take over their own classroom they're  
6 ready and that they're not going to come to me in  
7 September and say, "This is not what I thought it  
8 was; I'm going to quit." And believe-you-me that's  
9 what I hear. So we are really excited about this  
10 because partnering with all these different partners  
11 are going to give us that opportunity.

12 And when we talk about Class Size we're talking  
13 about that intern is going to be with that lead  
14 teacher and it's going to be a different student  
15 teaching than in the past. They're going to start  
16 day-one and that lead teacher is going to be in there  
17 with them 50% of the time and they're not going to be  
18 alone for just six, seven weeks. They're going to  
19 get to experience that whole team that that lead  
20 teacher is involved with. And it will also help us  
21 when we're talking about personalized learning, which  
22 -- or student focused learning. This is going to  
23 give that opportunity for that small group  
24 instruction. And that's why we're really talking  
25 about the class size, because we're not talking about

1           it for -- only for teacher of record; there's going  
2           to be other adults in there -- the interns,  
3           professional -- paraprofessionals -- to help support  
4           all those learners in that classroom. And so that  
5           kind of just gives you a little bit of what we  
6           envision. I know our partners are really excited.

7                     And our five lead teachers, we actually had them  
8           apply; we had 17, and I think that's quite a few. We  
9           were pretty excited about that. And we asked the  
10          Department of Ed. -- we made our rubric, and so we  
11          vetted, we sent out an application, and they had to  
12          write and that was a different thing for them. They  
13          actually had to tell us about leading their peers and  
14          you know as well as I do that sometimes is  
15          uncomfortable. And then we actually from there chose  
16          the top and then we had interviews, and we had the  
17          Department very involved. Dr. Pfeffer let us use  
18          some of her staff and we thank her for that. Because  
19          we just wanted -- we knew this was embarking on  
20          something new and we want this pilot to be  
21          successful, so we wanted to get all the players at  
22          the table. And so that's kind of in a nutshell about  
23          how our lead teachers are going to do things.

24                     Now another partner is Arkansas Leadership  
25          Academy and we also are working with Harding to

1           increase our participants in the National Board. And  
2           so we are doing both those things and we're very  
3           excited about this endeavor.

4           MS. TACKETT: Thank you, Karli. The waivers, I  
5           know you're wondering why do I need waivers, I've got  
6           all these teachers at North Little Rock Middle  
7           School. Well, you know why I need waivers? There's  
8           three different certifications on the middle school,  
9           grades 6 through 8. You can be 1 through 6 or K  
10          through 6, you can be 4 through 8, or you can be 7  
11          through 12. And I may need that 7th grade -- 7  
12          through 12 teacher teaching in the 6th grade, or I  
13          may need that 6th grade teacher teaching in the 8th  
14          grade, because it works out better within the team  
15          and within the culture of the school -- and what  
16          we're trying to do is change that culture of the  
17          school. So that is -- now that's not to say that  
18          somebody might come in and knock us off our socks and  
19          not be certified at all and do great with kids and  
20          want to teach, that we wouldn't bring somebody in  
21          that's got an agri degree or a pharmacy degree or a  
22          botanist or something that we would want to hire. We  
23          want to hire the best person for the job for the  
24          students of North Little Rock. They would go through  
25          the whole North Little Rock School District policy

1 and practices as far as being hired as a teacher,  
2 background checks, Arkansas qualified teacher status;  
3 you know, we would go through that whole piece, the  
4 Child Maltreatment checks, they would do all that. I  
5 don't see that happening right now, but that is  
6 certainly a possibility that could happen. So that  
7 is the reason we're asking for the Licensure waiver.

8 Flexible Scheduling -- oh, okay -- I never  
9 follow my --

10 MS. SARACINI: We've got to keep her focused.

11 MS. TACKETT: No, it's not up there. Okay. One  
12 of the things that we're doing due to the student-  
13 focused student learning -- as outlined in the  
14 application we're requesting the Planned  
15 Instructional Day requirements to be waived. Now  
16 when I say flexible -- oh, okay -- when I say  
17 flexible scheduling I mean I want a science teacher  
18 that meets two periods; instead of going to math I  
19 want that science teacher to have those two periods.  
20 They may not go to math that day. They may go --  
21 they may not go to PE that day, but they're in  
22 science lab and they're dissecting frogs and it's  
23 taking them that kind of time to get it done. Now  
24 the next day they may not go to science. I want that  
25 kind of flexibility in our schedule and I want our

1 teachers on those teams to have their teacher voice  
2 in how that schedule works for them and their set of  
3 kids on any particular day; a true team concept. And  
4 the platform that we want to use for personalized  
5 learning and our student-focused learning is Summit  
6 Learning. And I think you heard a little bit about  
7 that, but this is -- this gives students the  
8 opportunity to reach their full potential and  
9 teachers the tools they need to meet the needs and  
10 interests of each student.

11 Dr. Stewart, our deputy superintendent, is the  
12 only one nationally certified in this personalized  
13 learning platform and the personalized learning. So  
14 we're excited. She is doing a PD with my staff this  
15 summer to get us rolling. Mr. Clark and I will be  
16 going to northern California this summer because  
17 we've been accepted to the Summit Learning platform  
18 and we'll learn how it all works, and we're excited  
19 about that because I want to meet the needs of each  
20 kid. It's about meeting their needs.

21 So the flexible scheduling would kind of be  
22 within the building itself. I don't want longer  
23 days, I don't want shorter days; I want to be able to  
24 do what I need to do or what those teachers need to  
25 do to help those kids be successful in that

1 classroom.

2 The third waiver we're doing is Class Size, and  
3 I've heard a lot of comments about class size since  
4 we were -- we've been here. But it's a little bit  
5 hard when you can only have 28 in the 6th grade --  
6 you know, that's your max class size -- and then you  
7 have 30 in the 7th and 8th grade. You've got to do a  
8 little bit of moving around to make that happen. And  
9 we want -- there will always be two teachers in a  
10 classroom, two adults, one learning how to teach and  
11 the other modeling the teaching.

12 And, Karli, I know you -- come on.

13 MS. SARACINI: Well, we want to make sure that  
14 in case we ever need -- because teacher-of-record, if  
15 we go over that 150 that we have that flexibility.  
16 But like Ms. Tackett said, we will have more than one  
17 adult in the room when we're talking about the larger  
18 class size. We feel that it's important, and  
19 especially with our diverse population at North  
20 Little Rock we know that. We know how important that  
21 human capital is, that resource. And so -- but it  
22 allows us with having to ask any waivers from the  
23 Higher Ed. when they send the interns to us, because  
24 eventually after this coming year we want to go into  
25 a residency where they actually send their interns

1 for a year versus just a semester. But you all know  
2 that it takes it a little bit longer when you're  
3 talking about Higher Ed. to get something  
4 accomplished and -- but they're working toward that  
5 and we're excited about that endeavor, hopefully when  
6 we roll it out to our 7th and 8th grade the following  
7 year, 18-19. So thank you for listening to us today.

8 MS. PEACOCK: Can I say something? I just want  
9 to add the class size --

10 CHAIRPERSON REITH: If you could kindly state  
11 your name and title for the record. Thank you.

12 MS. PEACOCK: My name is Pierce Peacock, and I  
13 would just like to comment on the class size load.  
14 We don't want to put more -- and I'm a counselor at  
15 North Little Rock Middle School. So we don't want to  
16 overload our classes either. In fact, the way we  
17 think with our numbers for next year we're hoping to  
18 not have more than 115 kids on a team. However, with  
19 the flexibility in meeting the needs of all kids and  
20 with the personalized learning, you know, we'll have  
21 an individual plan basically for every child. And so  
22 being able to put two adults in a room with, say, 60  
23 kids for a lab or something like that frees up other  
24 teachers on that team to pull small groups for  
25 intervention or additional instruction in those areas

1 where they need. So in some ways, yes, you're  
2 putting possibly more together, but it's so that you  
3 can, you know, pull smaller groups and meet the needs  
4 of those and their needs as well.

5 MR. CLARK: I am Michael Clark, the 6th grade  
6 building administrator of North Little Rock Middle  
7 School. The one piece that I want to add as far as  
8 the waivers is that these waivers will also correlate  
9 with the North Little Rock High School Center of  
10 Excellence. They have requested some of the same  
11 waivers that we are, and with that we will be able to  
12 transition our middle school kids into high school  
13 and they'll be using the flexible scheduling,  
14 additional class loads, or having those teachers that  
15 are certified in multiple areas to be able to teach  
16 them.

17 MS. PEACOCK: And, ideally, hopefully down the  
18 line -- because I've heard you mention this earlier  
19 -- we would like to be a school of innovation. And  
20 also we have met with board members, staff members in  
21 their PLCs, and also parents this semester, and  
22 continue -- and want to continue to do more of that.

23 MS. TACKETT: I guess it's time for questions.

24 CHAIRPERSON REITH: Thank you. Thank you. And  
25 you all finished before your time. And thank you for

1           anticipating my questions, so I will have none. I  
2           open it to my colleagues.

3           MS. ZOOK: I was fortunate enough to have a  
4           presentation from Dr. Pfeffer's class, the lady  
5           that's working with you-all, and I've been excited  
6           ever since. It reminded me of when we integrated the  
7           North Little Rock School District; we had a 6th grade  
8           school.

9           MS. TACKETT: Yes, ma'am.

10          MS. ZOOK: And I really credit that, the reason  
11          that North Little Rock gets and keeps most of their  
12          students. They don't have to worry about -- you know  
13          -- there's always going to be a few people that go  
14          here and there.

15          MS. TACKETT: Sure.

16          MS. ZOOK: But I think this is an excellent,  
17          excellent program. We toyed with mastery learning  
18          back then and in the 80s, and I've been excited about  
19          it ever since. And I'm so excited that I -- the Lord  
20          has given me the opportunity to stay alive long  
21          enough to see this coming time after time from the  
22          different districts. Because we know that it's just  
23          like kids don't learn to walk on a certain day kids  
24          don't learn how to read on a certain day or at a  
25          certain age. So this is very exciting to me. And

1           it's my understanding that as a pilot project the  
2           hope is to then go into like maybe five or ten more  
3           districts and grow it across -- I see her --

4           MS. TACKETT: They're saying yes.

5           MS. ZOOK: Yes, uh-huh. So this is great. And  
6           I'm hopeful that Higher Ed. will understand -- I know  
7           they complain because we send to them students who  
8           need to be remediated. And my comment to them is,  
9           "Well, you're training the teachers that are teaching  
10          the kids that have to be remediated. So if you'll  
11          work with us and realize that it takes more than a  
12          few months" -- and going from the beginning of school  
13          -- because we used to have them at the end of the  
14          semester --

15          MS. TACKETT: Yes, ma'am.

16          MS. ZOOK: -- at the end of school, and the  
17          first thing they have to do is start school and they  
18          have had no experience doing that. So I commend you,  
19          I commend Dr. Pfeffer and her crew, I commend the  
20          administration and the board of North Little Rock  
21          once again as being innovative and a leader in the  
22          Pulaski County area. And I am hopefully that my  
23          fellow board members will grant you all these  
24          waivers.

25          MS. TACKETT: Thank you.

1 CHAIRPERSON REITH: Thank you, Ms. Zook.

2 Any additional questions? Yes, Ms. Chambers.

3 MS. CHAMBERS: What's the period of time you're  
4 asking?

5 MS. TACKETT: Five years.

6 MS. CHAMBERS: Five years for all three?

7 MS. TACKETT: Yes, ma'am.

8 MS. CHAMBERS: Okay.

9 CHAIRPERSON REITH: Thank you.

10 Dr. Barth.

11 DR. BARTH: Yeah, just a technical question.

12 This may be for Legal, actually. So I noticed that  
13 you've got -- well, you've got eStem, Rockbridge and  
14 the Virtual Academy as your charters. And I think we  
15 know that one of those schools is relatively new and  
16 is facing some challenges, Rockbridge is. And I just  
17 want to be sure which of your waivers are based on  
18 waivers that Rockbridge has?

19 MS. TACKETT: Well, they were basically a lot of  
20 the same --

21 DR. BARTH: Okay.

22 MS. TACKETT: -- as far as the waivers went with  
23 the Licensure.

24 MS. DAVIS: The waivers, the rest that they  
25 have, are all based on the other charters.

1 DR. BARTH: Okay.

2 MS. DAVIS: So even depending on the outcome of

3 --

4 DR. BARTH: Yeah.

5 MS. DAVIS: -- the disposition of that charter  
6 they would still be --

7 DR. BARTH: Okay.

8 MS. DAVIS: -- eligible to receive all of them.

9 DR. BARTH: I just didn't want y'all to get into  
10 trouble with relying on a charter that maybe are  
11 still having some challenges.

12 MS. TACKETT: I appreciate that.

13 DR. BARTH: Thank you.

14 CHAIRPERSON REITH: Any additional questions?

15 Yes, Ms. Coffman.

16 MS. COFFMAN: This is just a comment. But Ms.  
17 Pierce Peacock is a former Reading First coach and a  
18 literacy specialist, so she knows how to teach  
19 reading.

20 CHAIRPERSON REITH: Well, that's -- thank you  
21 for lifting that up. That's important to know about  
22 the team that's putting this together.

23 Yes, Commissioner.

24 COMMISSIONER KEY: Madam Chair, I would like Dr.  
25 Pfeiffer to just speak briefly to how this model that

1 they're presenting relates to some legislation that  
2 we have, we've talked about, regarding tiered  
3 licensure. But I think this is a model of what, you  
4 know, we have now enabled through our legislative  
5 process just recently. So, Ivy --

6 DR. PFEFFER: Yes.

7 COMMISSIONER KEY: -- could you talk to that?

8 DR. PFEFFER: And what's really exciting about  
9 this, you know, a lot of times when the requests for  
10 waivers are coming in it's because we can't find  
11 people we need, you know. And this is a whole  
12 different look at it. This is a model that is in  
13 place in other states, but what they've done -- I  
14 mean, the very first thing they show you is "we are  
15 elevating a group of teachers within our school." We  
16 have a group of 17 teachers that applied and you're  
17 going to have out of those -- how many were chosen --  
18 five as the lead teachers. And some of the criteria  
19 they're using is the criteria we're looking at for  
20 our Level 3 and Level 4 licenses and advanced license  
21 or even going beyond an advanced license. And so  
22 what these teachers will do is they're going to be  
23 growing other teachers in that district. And so  
24 those other adults in there, whether they're an  
25 aspiring teacher, as a student intern, or a

1           paraprofessional, that is already invested in that  
2           district and is now going to have the opportunity to  
3           become licensed without having to quit their job and  
4           then they're going to then be licensed. So all of  
5           this falls right in line with our tiered system of  
6           licensing and it does create that model so that what  
7           -- we have included this as a strategy in our ESSA  
8           plan; if we can grow this maybe about 10 schools --  
9           and, you know, we want to keep it at a school size  
10          because the school level knows best what they need to  
11          do. But this may be the opportunity for some of  
12          those districts that have come to you and asked for  
13          waivers; this may be an opportunity for them to say,  
14          "Okay, we have got some really great teachers here.  
15          Maybe if we move towards this model where they're  
16          able to extend their reach we can re-shift and  
17          shuffle some of our current classes; these teachers  
18          can be our lead teachers, they can be paid more to  
19          reflect their advanced levels of expertise and the  
20          advanced work they'll do, but also then grow some  
21          others." So all of this really is coming together  
22          and we're excited they're going to be our first  
23          group.

24                   CHAIRPERSON REITH: Thank you. Thank you for  
25                   that.

1 Any final questions?

2 Yes, Ms. Newton.

3 MS. NEWTON: I'm very excited about what I'm  
4 hearing that you're going to do for teachers. I know  
5 that they are thrilled and excited about the  
6 possibilities that are going to happen at the middle  
7 school. Middle school kids are a different animal;  
8 we all know that.

9 MS. TACKETT: Yes, ma'am.

10 MS. NEWTON: And so, you know, it's exciting to  
11 see that happening at a middle school. So I'm very,  
12 very pleased with --

13 MS. TACKETT: And I have a bunch of them.

14 MS. NEWTON: I know. Yeah. And that's one of  
15 the things -- you knew I was going to ask the  
16 question, you know, that I'm concerned about. You  
17 know, one of the statements that I read in your  
18 presentation -- or in your packet was you want to cap  
19 the face-to-face at 180. That's a lot of middle  
20 school kids for a teacher to deal with in a day.

21 MS. TACKETT: Right. But it will never be by  
22 themselves. It will never -- the teacher will never  
23 be by themselves.

24 MS. SARACINI: There will either be an intern --

25 MS. TACKETT: There will -- yeah, there's either

1 going to be an intern or a paraprofessional. And if  
2 we need to lower that cap please don't keep that from  
3 --

4 MS. NEWTON: I can't suggest that to you; you  
5 have to do that on your own. But, you know, it  
6 doesn't say that in your presentation that there will  
7 always be two adults in the classroom too, so --

8 MS. SARACINI: We need this for teacher-of-  
9 record --

10 MS. NEWTON: Right.

11 MS. SARACINI: -- for standards. But there are  
12 always -- the lead teacher is always going to have an  
13 intern with them. We have already shored that up for  
14 this year for --

15 MS. NEWTON: What about the other teachers?

16 CHAIRPERSON REITH: Oh, if you could kindly --  
17 sorry -- speak into the mic just for the purpose of  
18 live-streaming. Thank you.

19 MS. SARACINI: Okay. We have already shored it  
20 up that this year those lead teachers are going to  
21 have interns first semester and second semester. And  
22 when we're talking about the class size we're talking  
23 about those lead teachers.

24 MS. NEWTON: Okay.

25 MS. SARACINI: We're going to use that --

1 MS. NEWTON: But that wasn't in your packet.

2 MS. SARACINI: We probably should've been more  
3 detailed in that, because that's where it's going to  
4 be.

5 MS. NEWTON: So you're talking about those five  
6 teachers --

7 MS. SARACINI: Yes.

8 MS. NEWTON: -- and those five teachers only?

9 MS. SARACINI: Uh-huh.

10 MS. NEWTON: And those teachers would have  
11 another adult with them all year-long?

12 MS. SARACINI: Uh-huh. Yes.

13 MS. NEWTON: So instead of saying "uh-huh" if  
14 you can --

15 MS. SARACINI: Yes, ma'am.

16 MS. NEWTON: -- say yes. Thank you.

17 MS. TACKETT: It will be a mentoring piece to  
18 the whole program also. There will be a mentoring  
19 piece.

20 MS. NEWTON: So the other teachers would be  
21 limited at 28 or 30, whatever the grade level in  
22 particular was?

23 MS. SARACINI: Yes. And this year will be at  
24 6th, which will be 28, and then as we move on up the  
25 following years -- of course, there will be 30 in 7th

1 and 8th.

2 MS. NEWTON: Okay.

3 CHAIRPERSON REITH: Thank you.

4 Yes, Ms. Ables.

5 MS. ABLES: This is probably a technical  
6 question, but I'm curious -- if I had 160 kids and I  
7 knew I had an adult I'd probably be okay with that.  
8 But what about parent-teacher conference and 160 and  
9 grades and reports, you know, those things?

10 MS. TACKETT: The lead teacher is responsible  
11 for -- will be responsible for putting the lesson  
12 plans together for all those teachers and we will be  
13 doing student-led conferences. We're ready to  
14 implement that. And they will meet as a team or, you  
15 know, it may be a science and math teacher over here  
16 and an English and social studies teacher over here  
17 and then flip-flop and -- you know, depending on how  
18 many numbers we actually do have. But we have always  
19 compensated our teachers that have over the amount of  
20 students. So we're looking at the student-led  
21 conferences, and my teachers are excited about this.

22 MS. ABLES: Oh, I'm excited about it. I just --  
23 I'm trying to think about all the little details.

24 MS. TACKETT: Well, the paperwork and the  
25 details -- and I get it. But I think if they -- the

1 team will be building relationships; they'll be  
2 building relationships with the kids. But as they  
3 build relationships as a team they're going to have  
4 each other's back and they're going to help each  
5 other.

6 MS. SARACINI: And I think Pierce can give you a  
7 very good example of what you're asking.

8 MS. PEACOCK: For example, the 180, that would  
9 be a special case. We have a person coming from NASA  
10 or we have a teacher -- one of our teachers who's  
11 going to teach with other adults in the room,  
12 supporting that teach, but she's going to teach a  
13 lesson or do a lab experiment. You know, so it's not  
14 that -- we're not even talking every day, you know,  
15 but at certain times that they're able to pull all  
16 those kids together. It's not all day, every day.

17 MS. ABLES: Right. Right. I'm just thinking  
18 about grading 160 essays in the middle of the day,  
19 and that's a lot.

20 MS. TACKETT: Well, here's the thing with that  
21 160 essays, is that will be a science project, a math  
22 project, a language arts --

23 MS. ABLES: It will be all --

24 MS. TACKETT: It will be an all inclusive --

25 MS. ABLES: Okay.

1 MS. TACKETT: -- project and everybody gets a  
2 piece of the pie there.

3 MS. ABLES: Gotcha. Okay.

4 MS. TACKETT: Gets to share the love in grading  
5 all those essays.

6 MS. ABLES: And I look forward to coming and  
7 doing some training with y'all and visiting.

8 MS. TACKETT: Great.

9 CHAIRPERSON REITH: Thank you. So with that,  
10 with the Board is there a desire to do this by waiver  
11 topic or can we take these as a whole?

12 Yeah, Ms. Davis, any final -- yes, please.

13 MS. DAVIS: Yeah. So on the waiver that they've  
14 requested for flexible scheduling --

15 CHAIRPERSON REITH: Yes.

16 MS. DAVIS: -- the two code sections will be  
17 repealed beginning this fall. So the other one that  
18 they requested is not the correct standard number,  
19 first of all; it would be 10.01.4.

20 CHAIRPERSON REITH: Okay.

21 MS. DAVIS: But I don't think that they need  
22 that anyways because that still requires a 30-hour --  
23 6-hour day, 30-hour a week average. And if they're  
24 going to be doing that there's nothing that says they  
25 have to have, you know, 6 hours of science during the

1 week, 4 hours -- if they just -- as long as they're  
2 teaching the curriculum they don't need that. The  
3 only one that I can think of would be PE, and for  
4 that grade I think that they would need 40 minutes at  
5 minimum per week. So I don't think that it matters  
6 that it's happening on Monday or Thursday. So I  
7 don't think that they even need that waiver in order  
8 to accomplish what it is that they want to do, that  
9 maybe they'll have extra science one day and extra  
10 math another day, as long as at the end of the day  
11 they're still teaching the curriculum.

12 CHAIRPERSON REITH: So if I understand, we don't  
13 need the waivers -- we don't need to consider the  
14 waiver top of Flexible Scheduling?

15 MS. DAVIS: Well, they would need to want to  
16 voluntarily withdraw that. But I don't think that it  
17 would be needed for them to accomplish the goal that  
18 they've presented.

19 CHAIRPERSON REITH: Is -- would the district  
20 like to offer --

21 MS. SARACINI: I think we do need it for when we  
22 implement in 7th and 8th grade the following year.

23 CHAIRPERSON REITH: Ms. Davis.

24 MS. DAVIS: I mean, if that's what they're  
25 wanting --

1 CHAIRPERSON REITH: Okay.

2 MS. DAVIS: -- to keep, then they can keep that.  
3 Like I say, I don't think it's needed, but if they  
4 feel that they need it -- but the correct one would  
5 be 10.01.4.

6 MS. TACKETT: I apologize for that typo.

7 CHAIRPERSON REITH: And so we can correct this  
8 on your behalf then --

9 MS. TACKETT: Sure. Sure.

10 CHAIRPERSON REITH: -- for that. But my  
11 understanding, you would like the waiver still to be  
12 considered?

13 MS. TACKETT: Yes, ma'am.

14 CHAIRPERSON REITH: Just the correct title.  
15 Fantastic.

16 So with that, to my colleagues, would we want to  
17 consider this as a whole or by topic?

18 MS. ZOOK: Whole.

19 MS. CHAMBERS: I'd do it -- whole?

20 MS. ZOOK: No, go ahead.

21 MS. CHAMBERS: I was just going to say by topic  
22 for consistency, if that's okay.

23 CHAIRPERSON REITH: That will be fine.

24 MS. CHAMBERS: I'd like to go ahead and move to  
25 approve the Teacher Licensure waiver.

1 MS. ZOOK: Second.

2 CHAIRPERSON REITH: Motion made by Ms. Chambers,  
3 seconded by Ms. Zook.

4 All in favor?

5 (UNANIMOUS CHORUS OF AYES)

6 CHAIRPERSON REITH: Any opposed?

7 Motion carries unanimously.

8 Moving on to the waiver topic of Flexible  
9 Scheduling.

10 MS. ZOOK: I move that we approve the waiver for  
11 Flexible Scheduling.

12 MS. CHAMBERS: Second.

13 CHAIRPERSON REITH: Motion made by Ms. Zook,  
14 seconded by Ms. Chambers.

15 All in favor?

16 (UNANIMOUS CHORUS OF AYES)

17 CHAIRPERSON REITH: Any opposed?

18 Motion carries unanimously.

19 And, last but not least, Class Size and Teaching  
20 Load.

21 MS. CHAMBERS: I've like to approve the Class  
22 Size/Teaching Load waiver be passed.

23 MS. ZOOK: Second.

24 CHAIRPERSON REITH: Motion made by Ms. Chambers,  
25 seconded by Ms. Zook.

1 And discussion, yes, Dr. Barth.

2 DR. BARTH: Could we just clarify that it  
3 emphasizes in the limited way that you --

4 MS. TACKETT: Yes, sir.

5 DR. BARTH: -- described in your testimony?

6 MS. TACKETT: Yes, sir.

7 DR. PFEFFER: And --

8 CHAIRPERSON REITH: Yes, Ms. Pfeffer.

9 DR. PFEFFER: And I don't -- and I'm hoping I'm  
10 helping here, but really I think a lot of it is so  
11 you have one lead teacher in APSCN and that is a  
12 licensed teacher who is overseeing those students.  
13 So I think what it does is that having that  
14 flexibility prevents the kick-out for standards  
15 violations and you have the licensed teacher  
16 overseeing those students, but not necessarily the  
17 hands-on responsibility for everybody.

18 MS. TACKETT: Yes.

19 DR. PFEFFER: Okay.

20 CHAIRPERSON REITH: Thank you. Any further  
21 discussion? Otherwise, we do have an active motion  
22 on the floor.

23 All in favor?

24 (UNANIMOUS CHORUS OF AYES)

25 CHAIRPERSON REITH: Any opposed?

1 Motion carries unanimously.

2 Congratulations, North Little Rock. Please keep  
3 us informed about how it goes.

4 MS. TACKETT: Oh, we'll be back.

5 CHAIRPERSON REITH: We're counting on it. Thank  
6 you.

7 So with that, we will now take a brief 10-minute  
8 break and reconvene at 5 minutes to 5:00, where we  
9 will resume with Action Item B-6.

10 (BREAK: 4:45 - 4:55 P.M.)

11 B-6: CONSIDERATION OF THE CHARTER AUTHORIZING PANEL DECISION  
12 ON THE DISTRICT CONVERSION PUBLIC CHARTER SCHOOL AMENDMENT  
13 REQUEST: CROSS COUNTY HIGH SCHOOL, CHERRY VALLEY

14 CHAIRPERSON REITH: Hello, all. I know it's  
15 been a long day, but again out of respect it is five-  
16 to and would like to continue with Action Agenda Item  
17 B-6, Consideration of the Charter Authorizing Panel's  
18 Decision on Cross County High School, Cherry Valley.  
19 Ms. McLaughlin, you are recognized.

20 MS. McLAUGHLIN: Thank you. Today we have a  
21 representative, Steven Prince, the high school  
22 principal on the phone if you would have any  
23 questions. I want to remind you that this is just  
24 whether you would wish to review or not review the  
25 Charter Authorizing Panel's decision of their

1 amendment request.

2 CHAIRPERSON REITH: Thank you. Do any board  
3 members have any questions in order to get to a  
4 motion on review or not review?

5 Otherwise, I'll entertain a motion.

6 MS. NEWTON: I move not to review.

7 MS. CHAMBERS: Second.

8 CHAIRPERSON REITH: Motion made by Ms. Newton,  
9 seconded by Ms. Chambers.

10 All in favor?

11 (UNANIMOUS CHORUS OF AYES)

12 CHAIRPERSON REITH: Any opposed?

13 Motion carries unanimously.

14 B-7: CONSIDERATION OF THE CHARTER AUTHORIZING PANEL DECISION  
15 ON THE DISTRICT CONVERSION PUBLIC CHARTER SCHOOL AMENDMENT  
16 REQUEST: FARMINGTON CAREER ACADEMIES, FARMINGTON

17 CHAIRPERSON REITH: Moving on to Action Agenda  
18 Item B-7, the Charter Authorizing Panel's decision in  
19 regards to Farmington Career Academies. Ms.  
20 McLaughlin.

21 MS. McLAUGHLIN: Thank you. We have Farmington  
22 Career Academies, Mr. Clayton Williams, assistant  
23 principal on the phone if you should have any  
24 questions for him in your decision on whether to  
25 review the Charter Authorizing Panel's -- if you wish

1 to review or not review their decision for their  
2 amendment request.

3 CHAIRPERSON REITH: Thank you, Ms. McLaughlin.

4 Any questions from the Board?

5 DR. BARTH: Move to not review.

6 MS. McLAUGHLIN: And they are on the phone.

7 CHAIRPERSON REITH: Thank you.

8 Do I have a second?

9 MS. DEAN: Second.

10 CHAIRPERSON REITH: Motion made by Dr. Barth,  
11 seconded by Ms. Dean.

12 All in favor?

13 (UNANIMOUS CHORUS OF AYES)

14 CHAIRPERSON REITH: Any opposed?

15 Motion carries unanimously.

16 B-8: CONSIDERATION OF THE CHARTER AUTHORIZING PANEL DECISION  
17 ON THE OPEN-ENROLLMENT PUBLIC CHARTER SCHOOL AMENDMENT REQUEST:  
18 ARKANSAS ARTS ACADEMY, ROGERS

19 CHAIRPERSON REITH: Moving on to Action Agenda  
20 Item B-8, Consideration of the Charter Authorizing  
21 Panel's Decision on Arkansas Arts Academy of Rogers.  
22 Ms. Perry -- or Ms. McLaughlin will stay there. Ms.  
23 McLaughlin, you're recognized.

24 MS. McLAUGHLIN: Thank you. For Arkansas Arts  
25 Academy we have Mary Ley on the phone, superintendent

1 of Arkansas Arts Academy if you have any questions  
2 for her in your decision of whether to review or not  
3 review the Charter Authorizing Panel's decision. I'm  
4 sorry.

5 CHAIRPERSON REITH: Thank you. Any questions  
6 from the Board?

7 If not, I'll entertain a motion.

8 DR. BARTH: Move to not review.

9 MS. CHAMBERS: Second.

10 CHAIRPERSON REITH: All in favor?

11 (UNANIMOUS CHORUS OF AYES)

12 CHAIRPERSON REITH: Oh, sorry; I apologize. The  
13 second was Ms. Chambers. So motion made by Dr.  
14 Barth, seconded by Ms. Chambers. And any opposed?

15 The motion carries unanimously.

16 MS. McLAUGHLIN: Thank you.

17 B-9: CONSIDERATION OF THE CHARTER AUTHORIZING PANEL DECISION  
18 ON THE OPEN-ENROLLMENT PUBLIC CHARTER SCHOOL REVIEW HEARING:  
19 COVENANT KEEPERS CHARTER SCHOOL, LITTLE ROCK

20 CHAIRPERSON REITH: Moving on to Action Agenda  
21 Item B-9, Consideration of the Charter Authorizing  
22 Panel's decision in regards to Covenant Keepers. Ms.  
23 Boyd.

24 MS. BOYD: Sorry for the discrepancy. Thank  
25 you, Madam Chair. Alexandra Boyd, director of the

1 Charter School unit.

2 The Panel voted to revoke Covenant Keepers'  
3 charter, effective June 30, 2017, with a 6-to-1 vote.  
4 Representatives from Covenant Keepers are present  
5 should you have any questions in making your decision  
6 to review or not review this decision made by the  
7 Panel.

8 CHAIRPERSON REITH: Thank you, Ms. Boyd.

9 And then with that, I know there's not a formal  
10 structure of this but if the Board would like to hear  
11 -- is that correct -- from representatives or -- Ms.  
12 Davis, if you might run us through this process.

13 MS. DAVIS: Right. And we don't have any formal  
14 procedures. So what I would suggest, you can adopt  
15 what you want, but kind of follow some of the other  
16 unofficial procedures that we have, that no more than  
17 20 minutes on behalf of the applicant and the charter  
18 and 20 minutes against, and then 5 minutes at that  
19 point.

20 CHAIRPERSON REITH: Thank you, Ms. Davis.

21 So then with that -- and will there be any non-  
22 attorneys speaking so that I swear them in, I'm  
23 assuming, or --

24 MR. ASKEW: No.

25 CHAIRPERSON REITH: No. All right. Then please

1 proceed.

2 MR. ASKEW: Thank you. I understand that this  
3 is 3 minutes for a presentation and then 3 minutes  
4 for any opposition, and then 1 minute for rebuttal.  
5 I'm just going to take the 3 minutes.

6 I'm Jess Askew, III --

7 CHAIRPERSON REITH: Thank you.

8 MR. ASKEW: -- and I am pleased to be here to  
9 represent my hardworking friends at Covenant Keepers  
10 who does request respectfully that this board review  
11 the decision of the Charter Authorizing Panel to  
12 revoke the Covenant Keepers charter at the end of  
13 June of this year. And I'm here just to speak to the  
14 reasons why this board should hear the appeal and  
15 review the decision, not to argue the merits of the  
16 decision. So that's my intention. If it sounds like  
17 I'm arguing, I really don't mean to; I'm just trying  
18 to convince you that you need to review the matter.

19 First, Covenant Keepers serves a high-need  
20 community in a part of Little Rock that really has no  
21 adequate alternative educational opportunities for  
22 these children that it serves; high poverty,  
23 economically disadvantaged, and an English Language  
24 Learner population.

25 Second, Covenant Keepers has made substantial

1 improvement on the academic progress of its learners  
2 in the last couple of years, since it became  
3 academically distressed. From 2015 to '16, the  
4 percentage of students scoring proficient or advanced  
5 on the benchmark test rose from 42% to just over 50%  
6 -- in fact, painfully close to 51%. And that 8% --  
7 or 8-point increase in the percentage represents a  
8 25% increase in the number, the percentage of  
9 proficient and advanced learners at the school.  
10 That's good progress; excellent progress. That  
11 progress beats its peers in the Little Rock middle  
12 schools that are academically distressed.

13 Fourth, this is where it's going to sound like  
14 argument and it's really not; it's persuasion. The  
15 grounds and the evidence on which the Panel made its  
16 decision to revoke, with all respect, were based on  
17 points that were suspect and in some cases were  
18 simply wrong, and I'd like to go through a few of  
19 those. For instances, one ground was corporate  
20 governance on the belief that Dr. Valerie Tatum, the  
21 school leader, is on the -- is a member of the board  
22 of directors of City of Fire Community Development,  
23 Incorporated, which is the sponsoring corporation.  
24 Now if she were or if she weren't it wouldn't be a  
25 big deal because there's no requirement that a school

1 leader be or not be on a school board. But that's  
2 beside the point. Dr. Tatum is not and has not for a  
3 long time, at least the two years that I know about,  
4 been a member of that board. The Panel erroneously  
5 relied on information from the Secretary of State's  
6 office to believe otherwise, and I understand how  
7 that happens because anybody can go to a corporation  
8 listing at the Secretary of State's office and get  
9 information that was generated probably at the time  
10 the corporation was chartered by the Secretary of  
11 State. I am an old board member of St. Francis  
12 House, which is a nonprofit corporation. I'm still  
13 on the Secretary of State's website as a director and  
14 as the agent for service. I am the agent for  
15 service, something that I forgot until I got  
16 something from a lawyer who had an estate make a gift  
17 to the corporation and contacted me because my name  
18 was there. I haven't done anything or been a board  
19 member for 20 years with that corporation. The way  
20 one determines who's on a board of directors is by  
21 looking at the minutes and resolutions of the board  
22 of the corporation, and they tell the story here and  
23 Dr. Tatum is not a member of that board. And even if  
24 she had been that wouldn't be a ground to revoke the  
25 charter.

1           Another point, the Panel appeared to believe  
2           that the school has a negative fund balance, which is  
3           not true and is contradicted by the Department's own  
4           financial information on file. There was a timing  
5           issue about when the -- when in the first 10 days of  
6           April, I believe, the revenues for the month of April  
7           showed up on the books. And as I understand it, the  
8           Department chose a point in time and looked at a  
9           financial balance before the revenues had hit the  
10          books. In connection with that, there was a  
11          discussion of the salary of Dr. Tatum and there's no  
12          evidence or basis to conclude that Dr. Tatum's salary  
13          is a financial burden or a problem for Covenant  
14          Keepers. And there is no basis in law, statute, rule  
15          or anything that I know of that makes a charter  
16          contingent on the amount of money that the school  
17          leader makes.

18          Most importantly, the notice from the Panel was  
19          pursuant to a charge from this board that the Panel  
20          check up on the academic progress of Covenant  
21          Keepers, as is appropriate. So the notice said we  
22          are going to have a hearing on academic progress. If  
23          that had been the sole focus of the review we  
24          wouldn't be here because the only evidence that I see  
25          among the decision of the Panel is that the academic

1 progress was sufficient and adequate. It was these  
2 other things that got in the way. And I'm -- you  
3 know -- I'm not going to argue, but those things  
4 should not have been considered. For instance, it's  
5 very easy to correct the record on an outdated  
6 Secretary of State document if you have notice and an  
7 opportunity to prepare for the issue in advance,  
8 which is why we have notice.

9 I respectfully request that this panel hear the  
10 matter, either at a special meeting or on its regular  
11 meeting at some appropriate time in June. I'd be  
12 glad to answer any questions if you may have them.  
13 I'm going to get rid of my reading glasses so I can  
14 see you all.

15 CHAIRPERSON REITH: Thank you, Mr. Askew.

16 And with that, Ms. Davis or Ms. Freno, is any  
17 signed up to speak in opposition? I know that the --  
18 what I have here -- we did get clarity and it is 3  
19 minutes.

20 MS. DAVIS: It is.

21 CHAIRPERSON REITH: You were correct and I --

22 MS. DAVIS: It is. I'm failing today; I'm  
23 sorry.

24 CHAIRPERSON REITH: No. No, it's all of us as  
25 well.

1 MS. DAVIS: Everything is on fire.

2 CHAIRPERSON REITH: So though thank you, Ms.  
3 Davis, and we appreciate for you looking into that.  
4 I did want to double-check on the opposition.

5 MS. DAVIS: No.

6 CHAIRPERSON REITH: Hearing none, I do know that  
7 we have an elected official in the room that's asked  
8 to speak on this item, and that's Director Adcock.  
9 Director Adcock, you're recognized if you wish to  
10 speak.

11 CITY DIRECTOR ADCOCK: Thank you for allowing me  
12 to speak, and thank you for allowing me to be here  
13 this evening. I live in southwest Little Rock. I  
14 have been there as a resident 59 years in my home.

15 Covenant Keepers serve a population of our  
16 community that needs extra care and extra -- extra  
17 time, I guess, to fit into our community. I visit  
18 their school; I've been active going to programs that  
19 they have. Their talent nights are great. They have  
20 a very diverse population of students. I have  
21 visited with the students, talking to them as small  
22 groups and everything about school, about the  
23 community. And I'd like to ask that you reconsider  
24 this because it would be really upsetting to lots of  
25 families and it serves a need in our community.

1 Thank you very much.

2 CHAIRPERSON REITH: Thank you, Director Adcock.

3 So with that, questions or comments from the  
4 Board to get -- again, the decision before us is to  
5 review or not review. But if any -- if there's any  
6 clarifying questions that you all have to get to that  
7 decision then now would be the time to pose them.

8 Ms. Dean.

9 MS. DEAN: I have a motion when the time comes.

10 CHAIRPERSON REITH: Okay. Thank you, Ms. Dean.

11 MS. ZOOK: I will clarify because it was Ms.  
12 Newton and me that made the motion. And I went back  
13 and read the minutes and it says we would like for  
14 the Charter Authorizing Panel to review Covenant  
15 Keepers regarding academic performance and any of the  
16 challenges that they may or may not have to correct  
17 that. Now I recognize these other things are  
18 concerns and they may or may not have gotten in the  
19 way of academic performance, but the four-hour  
20 hearing would have been much more brief had we just  
21 talked about academic performance. And I'm not on  
22 the Charter Panel; I don't know all the rules; I'm  
23 not up-to-date; I totally trust -- but there was a  
24 lot of time spent on things that had not anything to  
25 do with academic performance.

1           So depending on what Ms. Dean is going to move,  
2           I think that if we decide to review it would be wise  
3           for us to do it at a special meeting because the June  
4           meeting, if we decided to uphold the Charter Panel,  
5           is a very short time for those students to get  
6           relocated. The time for lottery, if they wanted to  
7           go to a charter, is already past. And those teachers  
8           would need to find a job and most good principals  
9           will already be this month and next month hiring. So  
10          depending on whether we decide to review or not -- if  
11          we do review, then I would like for it to be at a  
12          special meeting so that we give everybody more time  
13          if we decide to uphold the Charter Panel's decision.

14           MS. DEAN: I have a comment. I don't have a  
15          question --

16           CHAIRPERSON REITH: Yes.

17           MS. DEAN: -- but I do have a comment.

18           CHAIRPERSON REITH: Yes, Ms. Dean.

19           MS. DEAN: For several reasons I am going to  
20          move that we review the decision by the Charter  
21          Panel, Charter Authorization Panel, for the reasons  
22          that Mr. Askew stated. And as Ms. Zook said, the  
23          original motion was for academic progress. And as  
24          Ms. Adcock stated as well, Covenant Keepers reaches a  
25          special group and a special niche in the southwest

1 Little Rock community and I think -- I think it would  
2 be a disservice to the students and to the parents of  
3 the community to just take that out of the area. I  
4 also think, as she stated before, that's -- it's  
5 June. I mean, this happened last -- in the last  
6 meeting. I think it's a very short time. I don't  
7 think it's -- it would be fair to the community  
8 unless we actually hear this out completely. But  
9 more so than anything I want to reiterate the fact  
10 that I believe Covenant Charter School [sic] reaches  
11 students that would not normally be reached. And I  
12 understand they've had issues with academic distress,  
13 but they have shown progress, consistent progress in  
14 the right direction. So for that reason when the  
15 time is ready I will move to have a special meeting  
16 to review the Charter Panel Authorization [sic]  
17 decision.

18 CHAIRPERSON REITH: Thank you.

19 Dr. Hill.

20 DR. HILL: Yeah. The thing that -- I was  
21 fortunate to visit Covenant a few months ago;  
22 probably January I was able to make a visit there.  
23 And I just want to make a couple of comments. And,  
24 you know, I'm new to the Board, so not -- maybe I'm  
25 not following protocol or maybe not by saying

1 something or doing something right. But I do -- I  
2 can share from educational experience of being  
3 reviewed by an accrediting body. And whether it's  
4 right or wrong or indifferent, I'll share those  
5 experiences as we make a decision collectively,  
6 decide as to the future. But I think these are  
7 things we should take into consideration. You know,  
8 I one time had an accrediting person ask me about my  
9 graduation rates for 1621 Dr. Martin Luther King  
10 Drive, and I said, "You're exactly right. We're  
11 working to improve those," just as Covenant is  
12 working to improve their test scores. But I said,  
13 "Well, one thing that we have improved is the safety  
14 rate in our community." And I said, "And living to  
15 me is more important than a score." And I said, "And  
16 today we've got 23 homicides in Little Rock, because  
17 if we put" -- and one thing I can say about walking  
18 up and down those halls, if we close the school --  
19 and we're talking about identifiable role models -- I  
20 think it's important we understand where will those  
21 students go and will they find somebody that they're  
22 in tune to come to school for because they're excited  
23 about showing up. You can take a student and you can  
24 put them in a better academic achieving school and  
25 they're not connected and they won't do nearly as

1 well because they don't feel, as I said, loved, fed,  
2 and those expectations. So I think it's important  
3 that we take all of this information collectively  
4 into consideration as we move forward, in any  
5 decision we make. I'm not saying right or wrong or  
6 indifferent. I just think we have to understand that  
7 test scores -- very, very important -- I can't stress  
8 the significance of it, it is critically important --  
9 but to want to go to school is to me probably as  
10 important because to wake up and want to go be led by  
11 someone who you feel that's empowering you every day  
12 is critically important and a motivational factor to  
13 achieve academic excellence, to whatever your best  
14 may be. Your best may not be 36 on the ACT. Your  
15 best might be 15. And if that's your best, that's  
16 the best we ask for you to do.

17 So I think when we're looking at 25% increase,  
18 if that's truly, you know, what we're evaluating  
19 based on the peer models of institutions like that,  
20 then I think we take those things into consideration  
21 as well. Now I'm certain our staff is doing an  
22 excellent job and kudos; I agree to that. I'm just  
23 sharing an experience on being evaluated and knowing  
24 what you're doing for the community of which you're  
25 trying to serve. And it's just very important that

1 we take all the collective information in  
2 consideration, because the day that you close the  
3 school where will those students go and what will  
4 they do. That's the question that I'd like to know  
5 as we move forward.

6 MS. ZOOK: I think --

7 CHAIRPERSON REITH: Thank you, Dr. Hill.

8 Sorry. Dr. Barth and then Ms. Zook.

9 DR. BARTH: I do think it's -- I think we all  
10 know that these factors of fiscal health,  
11 administrative health, academic health are all tied  
12 together. We've seen that again and again and again.  
13 And so I think that compartmentalizing them in any  
14 way is impossible, and I think we've seen that with  
15 so many of the districts that have come before us.  
16 Moreover, I think that the Charter Authorizing Panel  
17 -- and I did watch all the hearing -- I think they  
18 would've not been doing true to their service if they  
19 had ignored things that they saw that came to light.  
20 And so I did feel comfortable with their review of it  
21 and, obviously, I will -- the majority will rule in  
22 terms of whether there is a review or not. But I  
23 think I just did want to say that I think we need to  
24 be really careful in saying academic issues and their  
25 sustainability of success is distinct from some of

1           these other forces and factors that are part of a  
2           healthy school.

3                   CHAIRPERSON REITH: Thank you.

4                   Yes, Ms. Zook.

5                   MS. ZOOK: One thing that I would like to do, if  
6           we vote to review, is I would like to see a copy of  
7           their charter, what they've agreed to do, what their  
8           aim, their goal, their mission is, and so then I will  
9           know if they have in any way violated their charter  
10          and then judge that against the academic part, as  
11          well as -- I agree that one thing can't be separated  
12          from another. But I'd like to see, if possible, a  
13          copy of their charter so that I'll know what they  
14          have agreed to do and what they were established to  
15          do and if in fact they're doing it or not.

16                   CHAIRPERSON REITH: Yes, Ms. Dean, and then Dr.  
17                  Hill.

18                   MS. DEAN: I agree with you. I agree with what  
19          you said, Dr. Barth. I watched the video as well and  
20          read through the accompanying forms that went with  
21          it, and there were some other issues, other than  
22          academic. My issue is that -- my issue is just I  
23          don't -- I believe -- I just believe it needs to be  
24          reviewed first before we come to such a definitive  
25          decision of revoking the whole charter. I'd feel

1 more comfortable with reviewing it and pulling the  
2 charter contract as well. That's my issue with it.

3 CHAIRPERSON REITH: Dr. Hill.

4 DR. HILL: And that's all I would speak for,  
5 clarification of total information, because based on  
6 what their legal counsel said there could've been a  
7 conflict of information from a legal balance -- I  
8 mean, a negative fund balance on the books versus  
9 what was reality. So, I mean, I'm just saying  
10 collectively we should evaluate the entire wealth of  
11 information.

12 CHAIRPERSON REITH: Thank you, Dr. Hill.

13 Any additional -- yes, Ms. Newton.

14 MS. NEWTON: Just a comment. You know, I have  
15 some very -- I've visited the school; I was very  
16 impressed with the academics, what they're trying to  
17 do for kids and for the whole child. But I do have  
18 some concerns about the administration and financial  
19 and -- you know -- and I totally agree with Dr.  
20 Barth, you can't separate those. You know, if you're  
21 going to have a healthy school they all have to work  
22 and they have to work well. And so I have some very  
23 deep concerns. But, you know, if the body wants to  
24 review -- you know -- I never say that we don't need  
25 to look at all the information and to make an

1 informed decision, so I don't have a problem with  
2 that if that's what the group wants to do.

3 MS. ZOOK: And I think one thing that I even  
4 learned that day, I didn't realize that you couldn't  
5 put a charter on fiscal distress. You know, I didn't  
6 know that and I've been on the Board four years  
7 almost. So I think that every time we go through  
8 this, as we learn new things then it behooves us to  
9 give people the benefit of the doubt, because if  
10 we're just now learning some things they may be in  
11 the process of learning some things as well. I'm  
12 sure they all knew that and obviously the ADE staff  
13 did; you know, they were very well prepared and  
14 informed that day. So just -- and I don't know about  
15 facilities distress. Can they not go in facilities  
16 distress either? Do -- I mean --

17 CHAIRPERSON REITH: It's just academic.

18 MS. ZOOK: Just academic. Okay. And academic  
19 distress, quote, is going away, so --

20 COMMISSIONER KEY: Yeah. The facilities issue  
21 is different because a lot of charters are in leased  
22 facilities, not private -- not their own facility.  
23 So it's a different set of circumstances.

24 CHAIRPERSON REITH: Thank you, Commissioner.

25 With that, any final questions or comments?

1           Otherwise, I'll entertain a motion in regards to  
2           review or not review.

3           MS. DEAN: I move to review the --

4           CHAIRPERSON REITH: Motion made by Ms. Dean. Do  
5           I have a second?

6           MS. CHAMBERS: Second.

7           CHAIRPERSON REITH: Second by Ms. Chambers.

8           All in favor?

9           (MAJORITY CHORUS OF AYES)

10          CHAIRPERSON REITH: Any opposed?

11          DR. BARTH: Nay.

12          CHAIRPERSON REITH: May the record show a  
13          dissenting vote by Dr. Barth.

14          So with that, this Board has voted to review.

15          And, Ms. Boyd or Ms. Coffman, I'm assuming we'll  
16          have to put our heads together around the proposal of  
17          a special session to review this and dates.

18          Yes.

19          MR. WILLIAMSON: Do we have to state now what we  
20          want to see?

21          CHAIRPERSON REITH: Yes. Thank you. Thank you  
22          for that reminder on that.

23          And then with that, in regards to a special  
24          session does that have to be reflected in the motion  
25          at this time or can that just be discussed later, Ms.

1 Davis?

2 MS. BOYD: Yeah, we need to set a -- if you're  
3 going to do a special hearing we need to go ahead and  
4 set a date because we have to give 10 days notice, I  
5 believe. And also we need to know the additional  
6 information that you want.

7 CHAIRPERSON REITH: Fantastic. So if we could  
8 address those two questions in that order, first the  
9 date and then what we want them -- the special -- the  
10 issues that we would like them to address.

11 In regards to dates to offer the soonest I guess  
12 that this could be held would be -- if we went with -  
13 - now is that 10 business days or 10 calendar days?

14 MS. BOYD: We're going to have to -- we have a  
15 discrepancy. We're going to figure that out.

16 CHAIRPERSON REITH: Thank you. So in the  
17 interim, while they look to see when is the soonest  
18 we can do this just per the calendar and the 10-day  
19 notice, whether again it's calendar days or business  
20 days, if the Board is prepared then what we will do  
21 is go around, is traditionally what we've done. And  
22 we will start with Ms. Newton, you, in terms of any  
23 special information that you would like them to  
24 prepare, while our attorneys look into the calendar  
25 here.

1 MS. NEWTON: Ms. Zook already said the copy of  
2 the charter. I would like to see that. And I would  
3 like to also see a copy of their original charter. I  
4 know it's been amended from different times, so I'd  
5 like to see that. I would like to know who is on  
6 their board of directors and if those people that are  
7 on the board of directors have had any business or  
8 financial contact with the school -- and if so, what  
9 it was and how much. Their staff for this next year,  
10 have they already signed contracts, which staff are  
11 planning on coming back, which staff are not, as far  
12 as numbers. I'd like to know their present  
13 enrollment for this year and what their projected  
14 enrollment is for next year, if they've had students  
15 that have already left because of what happened with  
16 the Charter Panel. I would like to know from the ADE  
17 how the Covenant Keepers have responded to either  
18 requests for information or suggestions as far as  
19 academics or governance, what was the response from  
20 the school. If the most -- I guess they undergo a  
21 legislative audit. Do they -- charters do that?

22 MS. BOYD: I believe they have -- they have  
23 their own private auditor and it's --

24 SUPT. TATUM: March 31st was when it was  
25 submitted.

1 MS. BOYD: They have their own private auditor  
2 and I believe legislative audit reviews the audit  
3 that their auditor submits.

4 MS. NEWTON: So I would like to see a copy of  
5 that, if it's available. And then I know they got an  
6 overpayment last summer, exactly how that overpayment  
7 was spent.

8 CHAIRPERSON REITH: Thank you, Ms. Newton.  
9 Mr. Williamson.

10 MR. WILLIAMSON: That's a pretty exhaustive  
11 list. I think she covered everything I'd like to  
12 have seen too.

13 CHAIRPERSON REITH: Thank you, Mr. Williamson.  
14 Mr. Black.

15 MR. BLACK: Mine as well.

16 CHAIRPERSON REITH: Ms. Chambers.

17 MS. CHAMBERS: Of all the finance and governance  
18 issues that were referenced in general in the voting  
19 schedule I'd like to know now with this exchange of  
20 information where maybe some things could -- were  
21 corrected or felt to be inaccurate when this decision  
22 was made; where do we net out; what inconsistencies,  
23 if any, are still left after there's been an  
24 opportunity to have that exchange of information?

25 CHAIRPERSON REITH: Thank you, Ms. Chambers.

1 Dr. Barth.

2 DR. BARTH: I would like to see maybe going  
3 back, just as we're going to kind of look back at the  
4 -- back to the beginning of the charter, I would  
5 really like to look at academic performance across a  
6 wide period of time, really from the start to the  
7 finish, rather than the short -- a snapshot that  
8 we're typically given. And I would also like to see  
9 the -- we see the pay of the leaders of the school,  
10 but I would like to see how that compares with  
11 similar institutions, similar schools in the state in  
12 terms of their pay.

13 CHAIRPERSON REITH: I see Ms. Boyd with a  
14 question. Yes.

15 MS. BOYD: Yes. Could you clarify what you mean  
16 by "similar schools?" Do you mean size charter,  
17 location?

18 DR. BARTH: Kind of all of the above. I mean,  
19 similar -- probably charters of -- you know -- of a  
20 relatively -- this -- you know -- below 250 or  
21 something like that, just kind of a relatively small  
22 charter as this one is.

23 CHAIRPERSON REITH: Thank you.

24 Ms. Zook.

25 MS. ZOOK: I think the only thing I have to add

1           there is that I'd like to see if she's available, Dr.  
2           Airola, to apply -- or if someone else knows how or  
3           does that -- the growth, not just the score but the  
4           growth. Because I know we're headed toward that in  
5           ESSA, so it would be helpful to me knowing what they  
6           might expect going forward. So a growth model as  
7           well and being sure that all this information is  
8           concorded, if that's a word -- a concordance applied  
9           to it. I've just invented a new word, but --

10           CHAIRPERSON REITH: Yes, Commissioner.

11           COMMISSIONER KEY: Okay. I'm going to caution  
12           us on that one because Dr. Airola is knee-deep in  
13           modeling ESSA right now.

14           MS. ZOOK: Okay.

15           COMMISSIONER KEY: And to pull her away from  
16           that for something even as important as this is, ESSA  
17           is vital and we have to have her fully focused on  
18           getting us those modeling results back for some  
19           decision-making that is of the -- that is urgent.

20           MS. ZOOK: Okay.

21           COMMISSIONER KEY: So --

22           MS. ZOOK: Then I would then just ask Dr. Tatum  
23           and her staff to be ready to represent what they  
24           presented at the Charter Panel with regard to growth.  
25           I know they worked with someone; I don't know if it

1 was Dr. Airola or if it was --

2 MR. ASKEW: Sarah McKenzley --

3 MS. ZOOK: Okay.

4 MR. ASKEW: -- McKenzie, excuse me, from the  
5 University of Arkansas.

6 MS. ZOOK: Okay. That works for me. I totally  
7 trust her numbers.

8 MR. ASKEW: Thank you.

9 CHAIRPERSON REITH: Ms. Dean.

10 MS. DEAN: I'd like to add -- I didn't see these  
11 and I don't know if they're available or not, but the  
12 minutes from board meetings.

13 CHAIRPERSON REITH: Okay.

14 MS. DEAN: Their board.

15 CHAIRPERSON REITH: From the Covenant Keepers --

16 MS. BOYD: School board meetings?

17 CHAIRPERSON REITH: Yes, school board meetings.

18 Over what time period, Ms. Dean?

19 MS. DEAN: How long have they had the charter?

20 No, I don't think I want that. That's nine years.

21 Just the last couple of years.

22 DR. BARTH: I'd prefer the last five years.

23 MS. DEAN: Last five years.

24 CHAIRPERSON REITH: And then, finally, Dr. Hill.

25 DR. HILL: Just a response to everything that

1           you had mentioned in concrete information as far as  
2           what you were saying that was inaccurate.

3           MR. ASKEW:   Yes.

4           DR. HILL:   You know, that you said that was not  
5           accurate information, I'd just like to see that and  
6           your response.

7           MR. ASKEW:   Thank you.

8           CHAIRPERSON REITH:   Yes, Ms. Zook.

9           MS. ZOOK:   We received a letter from a gentleman  
10          that was sent to us via email and I think it would  
11          only be appropriate if we're going to consider --  
12          because he was objecting; he couldn't be here, he  
13          sent us a letter.  I think it would only be  
14          appropriate if Covenant Keepers was able to --  
15          because he had access to what they presented today; I  
16          think it's only right that Covenant Keepers have  
17          access to what he wrote us, so in case they need to  
18          respond to that or in case any of us have any  
19          questions as to the accuracy.

20          CHAIRPERSON REITH:   Thank you.  Thank you, Ms.  
21          Boyd, if you could help facilitate to make sure they  
22          get that.

23          With that, Ms. Davis and Ms. Boyd, were y'all  
24          able to determine is it 10 business days or 10  
25          calendar days?

1 MS. BOYD: Ten (10) -- we just have to comply  
2 with public meeting requirements, so 10 days as that  
3 has been interpreted in the past.

4 CHAIRPERSON REITH: Which in the past -- remind  
5 me -- calendar, 10 calendar days?

6 MS. BOYD: Yes, calendar days.

7 CHAIRPERSON REITH: Okay. So then the soonest  
8 conceivable that we could do this would be Monday,  
9 the 22nd of May -- correct -- based on that  
10 assessment?

11 MS. BOYD: Uh-huh.

12 CHAIRPERSON REITH: And so with that, I would  
13 invite some input -- yes -- down the road about when  
14 we think we should do this. Commissioner.

15 COMMISSIONER KEY: We have key members of our  
16 staff that are out that week.

17 MS. ZOOK: The whole week?

18 COMMISSIONER KEY: The whole week.

19 MS. ZOOK: Okay.

20 DR. BARTH: I'm out that entire week.

21 CHAIRPERSON REITH: Okay. And then -- so then  
22 May -- the week of May 29th would probably be the  
23 conceivably earliest then, it sounds like. Is that  
24 -- am I understanding? And then the 29th is Memorial  
25 Day. So we're talking about the 30th would be the

1 first conceivable day, if I'm interpreting this --

2 MS. ZOOK: Yeah. I move that we do it on the  
3 30th -- AM or PM does not matter to me -- if the  
4 majority or all of the Board can be there that day.

5 MR. WILLIAMSON: My preference is morning.

6 CHAIRPERSON REITH: My only question would be  
7 just noticing the family participation or interest  
8 that was today -- although school will be out by  
9 then; correct? So maybe it's not -- but still with  
10 working families and such -- it's the last day of  
11 school is the 30th. Well, then we might require --  
12 Covenant Keepers, if someone might be able to tell us  
13 when is your last day of school?

14 MR. ASKEW: I'm not sure of the last day of  
15 school, but school will be out on May 30th. We have  
16 some concern about parents who may want to attend the  
17 meeting. The 26th is the last day of school.

18 CHAIRPERSON REITH: Okay. Thank you for that  
19 piece of information.

20 And then with that, again, this is the  
21 conversation for the Board and the Department in that  
22 regard.

23 COMMISSIONER KEY: Any time after 9:00 is okay  
24 with us.

25 MS. ZOOK: What about the two that travel the

1 furthest -- or the four?

2 MS. CHAMBERS: I can be here by 9:00, but 10:00  
3 helps -- but I can try to be here by 9:00.

4 MS. ZOOK: 10:00 works for me.

5 MR. WILLIAMSON: I'll be 45 minutes away.

6 CHAIRPERSON REITH: 10:00 would be preferred for  
7 me as well, just knowing morning traffic it's a lot  
8 easier if we --

9 MS. ZOOK: 10:00. Did you say 10:00?

10 CHAIRPERSON REITH: 10:00. 10:00, so is that  
11 the consensus of the Board? I'm seeing nods here.  
12 And I don't think we have to make that in the form of  
13 a motion. We're just indicating -- or do we, Miss --  
14 okay.

15 MS. BOYD: You don't need a motion.

16 CHAIRPERSON REITH: So then just to offer notice  
17 that May 30th at 10:00 a.m., Tuesday, May 30th at  
18 10:00 a.m.

19 Yes, Dr. Barth.

20 DR. BARTH: And just to give guidance to parents  
21 and others who are interested in speaking out on the  
22 issues, could we maybe kind of decide in advance what  
23 we expect in terms of the length of public comments,  
24 just so that they have guidance and know on the  
25 front-end kind of what to expect when they get here

1 about the length? Are there -- do we have --

2 MS. DAVIS: Public comments get three (3)  
3 minutes at the end of the official presentation.

4 DR. BARTH: Okay. So that's set. So I just  
5 want us to be clear that folks who are interested can  
6 expect to speak up to three (3) minutes.

7 CHAIRPERSON REITH: And the presentations  
8 themselves will take probably no less than -- because  
9 there's an --

10 MS. BOYD: It's the same formal hearing --

11 CHAIRPERSON REITH: Yes.

12 MS. BOYD: -- procedures, so 20/20/5.

13 CHAIRPERSON REITH: Okay. So just as well to  
14 get a sense there will be formal presentations  
15 beforehand, if that's helpful for parents to know.

16 Yes, Ms. Coffman.

17 MS. COFFMAN: What -- how many days ahead do we  
18 have to post the agenda on a special board meeting?

19 MS. DAVIS: I think on a special -- oh, wait;  
20 let me check on actually posting the agenda. I know  
21 what it is for notice on the special board meeting.  
22 But hold on.

23 MS. COFFMAN: And while she's looking that up, I  
24 need to clarify what Ms. Newton said about the names  
25 of the board members and their relationship or --

1 MS. NEWTON: Who are the board of directors and  
2 then are there any on the board of directors that  
3 have had any business or financial contact with the  
4 school. And if so, what was the contact and how much  
5 financially was it.

6 MS. ZOOK: And did they give the notice they're  
7 supposed to when you have that.

8 MS. BOYD: Also, in terms of public comment I'd  
9 just like to remind everyone that on the charter  
10 school web page we still have an opportunity for  
11 people to submit public comment electronically.

12 CHAIRPERSON REITH: Thank you. Thank you, Ms.  
13 Boyd.

14 MS. DAVIS: The agenda has to be posted eight  
15 (8) days prior to the meeting.

16 CHAIRPERSON REITH: And that would be eight (8)  
17 calendar days?

18 MS. DAVIS: It just says eight (8) days. So,  
19 yes, calendar.

20 CHAIRPERSON REITH: Thank you. Thank you, Ms.  
21 Davis.

22 MS. ZOOK: So if it was posted by the 22nd.

23 CHAIRPERSON REITH: Thank you.

24 Any additional information that the Department  
25 needs from us? Otherwise, at this point we'll move

1 on then with action -- with the Action Agenda.

2 Hearing none, thank you all and thank you -- I  
3 know this was a very long day for everyone from  
4 Covenant Keepers. And to the families that were here  
5 and the students, please express to us [sic] our  
6 regrets that it was such a long day and we did see  
7 them. Please let them know that they were seen. So,  
8 thank you.

9 B-10: CONSIDERATION OF THE CHARTER AUTHORIZING PANEL DECISION  
10 ON THE OPEN-ENROLLMENT PUBLIC CHARTER SCHOOL REVIEW HEARING:  
11 ROCKBRIDGE MONTESSORI CHARTER SCHOOL, LITTLE ROCK

12 CHAIRPERSON REITH: With that, moving on to  
13 Action Agenda Item B-10, Consideration of the Charter  
14 Authorizing Panel's decision in regards to the  
15 Rockbridge Montessori Charter. Ms. Boyd, you're  
16 recognized.

17 MS. BOYD: Thank you, Madam Chair. The Charter  
18 Authorizing Panel voted in a 5-to-1 vote to put the  
19 charter on probation for one year with reports due  
20 every 90 days to the Charter Unit in the areas of  
21 special education, governance, finance, and required  
22 reporting. There are representatives from Rockbridge  
23 here today should you have any questions from them --  
24 for them in your effort to make a decision to review  
25 or not review.

1 CHAIRPERSON REITH: Thank you, Ms. Boyd.

2 Yes, Dr. Barth. Question?

3 DR. BARTH: So, Ms. Boyd, since the Charter  
4 Authorizing Panel's meeting has there been continued  
5 stability in terms of leadership and other things at  
6 Rockbridge?

7 MS. BOYD: Yes. The people that were in place  
8 at the time of the meeting are currently in place  
9 now. The new board members are still board members.  
10 Mr. Nuckols is still leading the school. That's  
11 correct.

12 DR. BARTH: Okay. And I know this is -- the  
13 reports are coming to y'all and I'm wondering if  
14 could those reports also go to the Charter  
15 Authorizing Panel?

16 MS. BOYD: Yes, definitely. It's our intention  
17 to put those reports on the agenda in the Reports  
18 section.

19 DR. BARTH: Okay. Great. Thanks.

20 MS. BOYD: You're welcome.

21 CHAIRPERSON REITH: Thank you.

22 Any additional questions?

23 MS. ZOOK: So we'll know if and when they hire a  
24 special education teacher?

25 MS. BOYD: Yes. So currently they have a

1 special -- they have a person on ALP on staff for  
2 special education. And from my understanding, they  
3 have a commitment letter from a licensed special ed.  
4 teacher to start with them next school year.

5 MS. ZOOK: Thank you.

6 MS. BOYD: Uh-huh.

7 CHAIRPERSON REITH: Thank you.

8 Any additional questions? Otherwise, I'll  
9 entertain a motion regards to review or not review.

10 MS. ZOOK: I move not to review.

11 CHAIRPERSON REITH: Motion made by Ms. Zook.

12 MS. NEWTON: Second.

13 CHAIRPERSON REITH: Seconded by Ms. Newton.

14 All in favor?

15 (UNANIMOUS CHORUS OF AYES)

16 CHAIRPERSON REITH: Any opposed?

17 Motion carries unanimously.

18 Thank you, Ms. Boyd.

19 MS. BOYD: Thank you.

20 B-11: CONSIDERATION FOR FINAL APPROVAL: ADE RULES GOVERNING  
21 EDUCATION SERVICE COOPERATIVES

22 CHAIRPERSON REITH: Moving on to Action Agenda  
23 Item B-11, Consideration of Final Approval, the ADE  
24 Rules Governing Education Service Cooperatives. Ms.  
25 Davis, you are recognized.

1 MS. DAVIS: Hi, good after -- it is afternoon --  
2 evening, it may be evening. I don't know what time  
3 it is. I'm Jennifer Davis, Staff Attorney for the  
4 Department. You gave approval for these rules back  
5 in March. They went out for public comment. There  
6 was one public comment received from one of the co-  
7 ops and it was due to an inconsistency that we  
8 corrected. It did not change it substantively.  
9 These rules have been approved by the Governor, and  
10 so I request that you give final approval to these.

11 CHAIRPERSON REITH: Thank you, Ms. Davis.

12 Any questions for Ms. Davis? Otherwise, I'll  
13 entertain a motion.

14 DR. BARTH: I move final approval of the rules.

15 MS. DEAN: Second.

16 CHAIRPERSON REITH: Motion made by Dr. Barth,  
17 seconded by Ms. Dean.

18 All in favor?

19 (UNANIMOUS CHORUS OF AYES)

20 CHAIRPERSON REITH: Any opposed?

21 Motion carries unanimously.

22 MS. DAVIS: Thank you.

23 CHAIRPERSON REITH: Thank you, Ms. Davis.

24 MS. ZOOK: I will also mention that the co-op  
25 people were very complimentary of Commissioner Key

1 and the staff for working so closely with them in  
2 this. They said it's probably the first time ever  
3 they haven't had to whine and complain and appear  
4 before us to get us to do something different. So  
5 that was nice to hear.

6 CHAIRPERSON REITH: Thank you, Ms. Zook.

7 DR. BARTH: That sounds like a back-handed  
8 compliment.

9 CHAIRPERSON REITH: Every so often we can take  
10 one of those.

11 B-12: NOMINATIONS FOR CHAIR AND VICE-CHAIR

12 CHAIRPERSON REITH: So with that, moving on to  
13 Action Agenda Item B-12, Nominations for Chair and  
14 Vice-Chair. The members of our nominating committee  
15 this year were Ms. Zook, Dr. Barth, and Mr. Black.  
16 And, Ms. Zook --

17 MS. ZOOK: Yes.

18 CHAIRPERSON REITH: Will you be offering the  
19 presentation, Ms. Zook? Then you are recognized.

20 MS. ZOOK: I will. We met and we were fortunate  
21 because both Dr. Barth and Mr. Black said that they  
22 would be willing to serve as Chair. And they talked  
23 it through and decided that Dr. Barth would be Chair  
24 and Mr. Black would be Vice-Chair. And then, so with  
25 your approval this is the slate we are presenting.

1 CHAIRPERSON REITH: Thank you, Ms. Zook.

2 Any questions? Otherwise, I'll entertain a  
3 motion.

4 MS. CHAMBERS: I move that we accept the  
5 nominations of Dr. Barth as Chair and Mr. Black as  
6 Vice-Chair for -- 2017-18?

7 CHAIRPERSON REITH: Correct.

8 MS. CHAMBERS: State Board.

9 CHAIRPERSON REITH: Starting in July.

10 MS. CHAMBERS: Starting in July.

11 CHAIRPERSON REITH: Do I have a second?

12 MS. DEAN: Second.

13 CHAIRPERSON REITH: Okay. Motion made by Ms.  
14 Chambers, seconded by Ms. Dean.

15 All in favor?

16 (UNANIMOUS CHORUS OF AYES)

17 CHAIRPERSON REITH: Any opposed?

18 Motion carries unanimously.

19 Congratulations, Dr. Barth and Mr. Black.

20 DR. BARTH: I think there's still an election in  
21 June.

22 MS. ZOOK: And thank you.

23 CHAIRPERSON REITH: But -- thank you. No, thank  
24 you. So that concludes our action agenda.

25 (THE ACTION AGENDA WAS CONCLUDED AT 5:40 P.M.)

1  
2  
3  
4  
5  
6  
7  
8  
9  
10  
11  
12  
13  
14  
15  
16  
17  
18  
19  
20  
21  
22  
23  
24  
25

A-7: CAROL McCOLLUM (ISENHOWER)

EXHIBIT ONE (1)

1  
2  
3  
4  
5  
6  
7  
8  
9  
10  
11  
12  
13  
14  
15  
16  
17  
18  
19  
20  
21  
22  
23  
24  
25

A-8: WILLIAM HARDIMAN

EXHIBIT ONE (1)

1  
2  
3  
4  
5  
6  
7  
8  
9  
10  
11  
12  
13  
14  
15  
16  
17  
18  
19  
20  
21  
22  
23  
24  
25

A-9: LESTER DWAYNE CURRY

EXHIBIT ONE (1)

- 1
- 2
- 3
- 4
- 5
- 6
- 7
- 8
- 9
- 10
- 11
- 12
- 13
- 14
- 15
- 16
- 17
- 18
- 19
- 20
- 21
- 22
- 23
- 24
- 25

A-10: JAMES C. ARENDER

EXHIBIT ONE (1)

## C E R T I F I C A T E

STATE OF ARKANSAS     )  
                                           ) ss.  
 COUNTY OF SALINE     )

I, SHARON K. HILL, CCR, a Certified Stenomask Reporter before whom the foregoing testimony was taken, do hereby certify that the same is a true and correct transcription of proceedings before the Arkansas State Board of Education, in Little Rock, Arkansas, on May 11, 2017, that the said testimony 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 evidence heard and proceedings had in said matter.

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

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

WITNESS, MY HAND AND SEAL, THIS DATE: May 19, 2017.

---

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



|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>44:20;56:9<br/><b>address (14)</b><br/>41:21;45:14;80:23;<br/>81:4;86:16;89:19;<br/>91:1;93:7;111:4;<br/>115:16;161:7;<br/>177:16;249:8,10<br/><b>addressing (3)</b><br/>83:3;111:11;<br/>178:24<br/><b>ADE (8)</b><br/>19:13;20:22;<br/>105:23;151:1;<br/>247:12;250:16;<br/>263:20,23<br/><b>adequate (2)</b><br/>233:21;237:1<br/><b>adjustable (1)</b><br/>114:10<br/><b>administration (3)</b><br/>117:10;213:20;<br/>246:18<br/><b>Administrative (5)</b><br/>88:25;117:23;<br/>134:16;135:2;244:11<br/><b>administrator (3)</b><br/>74:19;199:19;<br/>211:6<br/><b>administrators (1)</b><br/>48:20<br/><b>adopt (9)</b><br/>58:23;60:10;72:18;<br/>89:7,11;123:4;160:4;<br/>169:4;232:14<br/><b>adopted (2)</b><br/>110:3,20<br/><b>adopting (2)</b><br/>89:10;90:4<br/><b>adrenaline (1)</b><br/>80:25<br/><b>adult (3)</b><br/>209:17;220:11;<br/>221:7<br/><b>adults (9)</b><br/>76:9;79:22,22;<br/>205:2;209:10;<br/>210:22;216:24;<br/>219:7;222:11<br/><b>advance (2)</b><br/>237:7;258:22<br/><b>advanced (6)</b><br/>216:20,21;217:19,<br/>20;234:4,9<br/><b>advantage (2)</b><br/>9:12;147:3<br/><b>advantages (1)</b><br/>16:16<br/><b>advised (2)</b><br/>35:2;81:23<br/><b>advising (1)</b><br/>93:24<br/><b>ADVISORY (6)</b><br/>97:24;99:2,25;</p> | <p>115:6,6;154:14<br/><b>advocates (1)</b><br/>122:11<br/><b>AETN (1)</b><br/>31:13<br/><b>affect (1)</b><br/>51:15<br/><b>affirm (5)</b><br/>107:11;146:12;<br/>150:3;173:1;200:10<br/><b>AFFIRMATIVELY (5)</b><br/>107:14;146:15;<br/>150:6;173:4;200:13<br/><b>afraid (3)</b><br/>53:24;61:4;98:18<br/><b>African (1)</b><br/>50:17<br/><b>afternoon (11)</b><br/>68:18,22;69:10;<br/>105:12,15,20;107:11;<br/>114:4;123:18;150:9;<br/>264:1<br/><b>again (46)</b><br/>6:8;24:3;25:25;<br/>28:22;39:20;40:11;<br/>41:11;42:12;44:23;<br/>45:10;49:13;67:5,12;<br/>68:19;69:8;72:16;<br/>75:4,15;90:21;91:6;<br/>92:15,24;93:2;94:17;<br/>95:2,15;96:5,21;<br/>100:20;120:12;<br/>134:3;153:10;<br/>154:20;155:1;<br/>165:24;176:18;<br/>196:9,19;213:21;<br/>228:15;239:4;<br/>244:12,12,12;249:19;<br/>257:20<br/><b>against (4)</b><br/>46:6;52:7;232:18;<br/>245:10<br/><b>age (7)</b><br/>11:6;19:22;178:14;<br/>180:16;184:16,17;<br/>212:25<br/><b>agencies (1)</b><br/>155:16<br/><b>agenda (65)</b><br/>4:10,10;11:24;<br/>12:3;24:1,2,13,25;<br/>25:13;26:12,20,21;<br/>29:12,19;42:20;<br/>43:18;45:8;67:20,21,<br/>25;68:8,12,18,19,20,<br/>24;69:2,11,19;73:1;<br/>92:22;94:25;96:14;<br/>98:2,6;99:4;100:2,11,<br/>25;101:4,5;105:12,<br/>16;144:13,15;<br/>145:20;148:22;<br/>149:3;172:2;199:10,<br/>12;228:16;229:17;</p> | <p>230:19;231:20;<br/>259:18,20;260:14;<br/>261:1,13;262:17;<br/>263:22;265:13;<br/>266:24,25<br/><b>agent (2)</b><br/>235:14,14<br/><b>ago (5)</b><br/>121:22;132:10;<br/>156:17;183:24;<br/>241:21<br/><b>agree (12)</b><br/>18:23;75:22;79:10,<br/>16,19;80:21;83:17;<br/>243:22;245:11,18,18;<br/>246:19<br/><b>agreed (3)</b><br/>98:9;245:7,14<br/><b>agreeing (1)</b><br/>37:11<br/><b>agreement (3)</b><br/>64:9;91:4;117:12<br/><b>agri (4)</b><br/>132:1;155:5,18;<br/>206:21<br/><b>ahead (11)</b><br/>29:12;53:10;68:6;<br/>95:8;102:18;103:9;<br/>152:3;225:20,24;<br/>249:3;259:17<br/><b>aid (3)</b><br/>133:16;154:6;<br/>155:14<br/><b>aids (2)</b><br/>133:19,24<br/><b>aim (1)</b><br/>245:8<br/><b>Airola (3)</b><br/>253:2,12;254:1<br/><b>ALE (1)</b><br/>195:15<br/><b>Alexandra (1)</b><br/>231:25<br/><b>algebra (1)</b><br/>138:25<br/><b>aligned (2)</b><br/>20:4;174:22<br/><b>alive (1)</b><br/>212:20<br/><b>allegation (2)</b><br/>39:4;93:17<br/><b>alleged (1)</b><br/>52:7<br/><b>allotted (2)</b><br/>45:16;145:13<br/><b>allow (20)</b><br/>11:11;65:6;75:12;<br/>78:8;111:14;112:10;<br/>120:2,2;121:4;123:9;<br/>153:15;155:11;<br/>160:2;176:6;177:9;<br/>178:3;182:18;184:3;<br/>185:9;196:16</p> | <p><b>allowance (1)</b><br/>179:16<br/><b>allowances (1)</b><br/>114:1<br/><b>allowed (5)</b><br/>12:15;30:2;138:21;<br/>147:1;168:20<br/><b>allowing (7)</b><br/>29:12;130:20;<br/>152:8;154:24;<br/>161:13;238:11,12<br/><b>allows (11)</b><br/>5:23;16:14;40:13;<br/>105:24;160:1;<br/>165:13;166:1;169:1;<br/>178:11;180:18;<br/>209:22<br/><b>alluded (2)</b><br/>43:9;49:18<br/><b>almost (4)</b><br/>7:12;17:1;187:13;<br/>247:7<br/><b>alone (2)</b><br/>58:1;204:18<br/><b>along (5)</b><br/>104:2;129:24,25;<br/>148:22;202:15<br/><b>ALP (4)</b><br/>102:14,19;103:25;<br/>263:1<br/><b>alternative (3)</b><br/>72:14;79:3;233:21<br/><b>although (7)</b><br/>30:8;73:23;80:8;<br/>94:4;145:12;195:12;<br/>257:8<br/><b>always (18)</b><br/>5:13;14:8;20:5;<br/>48:25;77:17;125:18;<br/>129:17;135:15,23;<br/>138:8;139:20;<br/>192:22;209:9;<br/>212:13;219:7,12,12;<br/>221:18<br/><b>ambition (1)</b><br/>50:3<br/><b>amend (2)</b><br/>90:6,13<br/><b>amended (1)</b><br/>250:4<br/><b>amending (1)</b><br/>85:20<br/><b>amendment (8)</b><br/>87:19;89:24;<br/>173:21;228:12;<br/>229:1,15;230:2,17<br/><b>amendments (1)</b><br/>176:7<br/><b>amends (1)</b><br/>87:22<br/><b>American (1)</b><br/>50:18<br/><b>Americorp (1)</b></p> | <p>10:17<br/><b>amiss (1)</b><br/>20:4<br/><b>amok' (1)</b><br/>48:10<br/><b>among (2)</b><br/>174:14;236:25<br/><b>amongst (1)</b><br/>47:8<br/><b>amount (5)</b><br/>17:7;32:5;145:13;<br/>221:19;236:16<br/><b>amounts (1)</b><br/>18:13<br/><b>analysis (3)</b><br/>7:9;12:14;23:14<br/><b>and/or (3)</b><br/>20:8;179:20;180:5<br/><b>and-a-half (1)</b><br/>134:16<br/><b>Andy (2)</b><br/>106:8;108:1<br/><b>anecdotally (2)</b><br/>21:5;22:18<br/><b>animal (1)</b><br/>218:7<br/><b>Ann (2)</b><br/>106:12;173:11<br/><b>Annotated (1)</b><br/>96:22<br/><b>annouce (2)</b><br/>68:15;174:11<br/><b>anonymously (1)</b><br/>23:13<br/><b>ANSWERED (6)</b><br/>107:14;126:6;<br/>146:15;150:6;173:4;<br/>200:13<br/><b>anticipate (2)</b><br/>112:2;179:5<br/><b>anticipating (2)</b><br/>138:16;212:1<br/><b>anticipation (1)</b><br/>67:18<br/><b>anyways (1)</b><br/>223:22<br/><b>apologies (4)</b><br/>68:25;140:20;<br/>150:11;176:15<br/><b>apologize (4)</b><br/>25:17;67:19;225:6;<br/>231:12<br/><b>apparent (1)</b><br/>56:8<br/><b>appeal (1)</b><br/>233:14<br/><b>appealed (1)</b><br/>31:5<br/><b>appear (3)</b><br/>76:5;199:13;265:3<br/><b>appeared (2)</b><br/>56:5;236:1<br/><b>appearing (5)</b></p> |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 59:17;106:4;<br>145:25;149:11;172:8<br><b>appears (1)</b><br>97:1<br><b>applaud (2)</b><br>20:1;124:24<br><b>applicant (3)</b><br>141:1,8;232:17<br><b>application (5)</b><br>177:17;181:15;<br>193:15;205:11;<br>207:14<br><b>applications (1)</b><br>110:21<br><b>applied (3)</b><br>184:19;216:16;<br>253:8<br><b>apply (11)</b><br>80:12;95:7;156:14,<br>14;175:9;179:4;<br>182:2;190:12;193:9;<br>205:8;253:2<br><b>applying (2)</b><br>182:3;192:15<br><b>appreciate (14)</b><br>11:21;82:10;108:3;<br>121:8;125:2;126:21;<br>145:8;166:4;188:18;<br>189:4;195:6,9;<br>215:12;238:3<br><b>appreciated (3)</b><br>26:6;50:1,5<br><b>apprentice (1)</b><br>178:15<br><b>Apprenticeship (1)</b><br>115:24<br><b>apprenticeships (2)</b><br>116:2;180:17<br><b>approach (1)</b><br>174:20<br><b>approaching (1)</b><br>132:6<br><b>appropriate (21)</b><br>37:25;42:10;43:21;<br>54:14;58:22;59:24;<br>67:14;78:22,23;<br>82:13;83:19;86:15;<br>127:7;157:25;178:4;<br>180:16;183:16;<br>236:21;237:11;<br>255:11,14<br><b>appropriateness (1)</b><br>178:14<br><b>approval (13)</b><br>24:15;25:15;<br>101:14;168:7;176:8;<br>197:4;198:18;<br>263:20,23;264:4,10,<br>14;265:25<br><b>approve (9)</b><br>24:5;25:3;104:23;<br>121:3;148:10;<br>169:24;225:25; | 226:10,21<br><b>approved (8)</b><br>10:2;101:12;<br>116:15;133:6;<br>156:20,22;173:21;<br>264:9<br><b>approximately (1)</b><br>190:1<br><b>April (3)</b><br>32:20;236:6,6<br><b>APSCN (1)</b><br>227:11<br><b>area (19)</b><br>10:5;12:9;54:9;<br>73:22;100:22;101:1;<br>102:25;103:1,4;<br>104:24;112:3;<br>116:20;130:5,10;<br>131:11;156:9;<br>163:23;213:22;241:3<br><b>areas (8)</b><br>18:3;112:8;130:13,<br>25;190:19;210:25;<br>211:15;261:20<br><b>ARENDER (4)</b><br>96:13,16,17;<br>270:24<br><b>argue (2)</b><br>233:15;237:3<br><b>arguing (1)</b><br>233:17<br><b>argument (3)</b><br>45:13,17;234:14<br><b>ARKANSAS (56)</b><br>4:2,6,11,20,23;<br>5:25;6:19,19;7:8,17;<br>9:14,22;10:10,10,17;<br>11:15;14:1;15:17;<br>16:6,16,23;27:13;<br>30:3,21;31:13;51:12;<br>95:20,21;96:22;<br>108:8,12;123:15;<br>138:10,10;146:25;<br>151:19,22;153:14;<br>163:9;167:11;176:4;<br>180:7,24;182:11,12;<br>184:1,18;202:24;<br>203:20;205:24;<br>207:2;230:18,21,24;<br>231:1;254:5<br><b>arm (1)</b><br>52:24<br><b>around (15)</b><br>7:1;10:22;22:2;<br>23:8;52:15;68:13;<br>75:12;109:20;111:7;<br>129:3;194:21;196:1;<br>209:8;248:16;249:21<br><b>arrange (1)</b><br>86:20<br><b>array (1)</b><br>179:13<br><b>arrived (3)</b> | 46:18;54:24;58:8<br><b>articulate (1)</b><br>193:14<br><b>articulation (1)</b><br>83:22<br><b>arts (6)</b><br>190:22;222:22;<br>230:18,21,24;231:1<br><b>Ashley (37)</b><br>106:8;107:20;<br>108:1,1;120:10,12;<br>121:7,17;125:6,8,11;<br>126:24;127:14;<br>129:7,11,18;131:7,<br>24;133:1,3,14,20;<br>134:1,12,15,20;<br>137:21;138:13,19;<br>139:5,23;140:2,4,13,<br>15;141:12;144:7<br><b>aside (2)</b><br>30:14;137:9<br><b>ASKEW (12)</b><br>232:24;233:2,6,8;<br>237:15;240:22;<br>254:2,4,8;255:3,7;<br>257:14<br><b>as-needed (1)</b><br>179:17<br><b>aspect (2)</b><br>137:16;202:18<br><b>aspects (1)</b><br>34:7<br><b>aspirations (1)</b><br>92:13<br><b>aspiring (2)</b><br>202:25;216:25<br><b>ass (1)</b><br>55:24<br><b>Assault (1)</b><br>93:20<br><b>assaulted (1)</b><br>63:7<br><b>assess (2)</b><br>59:2;180:18<br><b>assessed (1)</b><br>60:15<br><b>assessing (1)</b><br>175:14<br><b>assessment (8)</b><br>7:3;16:8,12,12;<br>18:8;103:2;180:20;<br>256:10<br><b>assessments (5)</b><br>6:24;7:1;16:1;<br>174:24;175:4<br><b>assign (1)</b><br>84:24<br><b>assigning (1)</b><br>180:19<br><b>assist (1)</b><br>51:17<br><b>assistance (4)</b><br>10:7;66:12;67:13; | 149:8<br><b>assistant (5)</b><br>12:20;146:5;<br>172:14;173:12;<br>229:22<br><b>assistants (1)</b><br>18:15<br><b>assisting (1)</b><br>50:25<br><b>associated (1)</b><br>31:24<br><b>associate's (1)</b><br>123:19<br><b>Association (1)</b><br>110:7<br><b>assuming (4)</b><br>19:18;85:13;<br>232:23;248:15<br><b>assure (1)</b><br>5:6<br><b>ASU-Newport (1)</b><br>115:8<br><b>athletes (1)</b><br>83:4<br><b>at-large (8)</b><br>164:20,22,24;<br>165:14,21;166:14,15;<br>171:13<br><b>at-risk (1)</b><br>177:16<br><b>attach (1)</b><br>147:2<br><b>attached (2)</b><br>93:23;147:20<br><b>attempt (5)</b><br>7:20;56:9,12;<br>59:21;60:9<br><b>attempted (1)</b><br>8:16<br><b>attempts (1)</b><br>101:16<br><b>attend (6)</b><br>83:18;159:24;<br>160:6;169:6;202:24;<br>257:16<br><b>Attendance (3)</b><br>119:8;160:2;200:1<br><b>attention (1)</b><br>144:15<br><b>Attitude (2)</b><br>31:18;193:18<br><b>attorney (9)</b><br>27:5,6;30:21;<br>39:10;94:5;95:22;<br>107:8;159:16;264:3<br><b>attorneys (2)</b><br>232:22;249:24<br><b>attract (1)</b><br>203:12<br><b>audible (2)</b><br>46:23;58:13<br><b>Audience (2)</b><br>65:18;84:2 | <b>audit (3)</b><br>250:21;251:2,2<br><b>auditor (3)</b><br>250:23;251:1,3<br><b>August (7)</b><br>95:14;96:19;<br>111:15,25;122:20;<br>162:9;184:5<br><b>authentic (1)</b><br>175:10<br><b>authorities (2)</b><br>89:18;90:25<br><b>authority (2)</b><br>48:7;201:18<br><b>authorization (3)</b><br>121:24;240:21;<br>241:16<br><b>AUTHORIZING (19)</b><br>228:11,17,25;<br>229:14,18,25;230:16,<br>20;231:3,17,21;<br>233:11;239:14;<br>244:16;261:9,14,18;<br>262:4,15<br><b>automatic (3)</b><br>38:3,22;39:5<br><b>available (10)</b><br>51:16;52:4;106:9,<br>15;172:13;175:24;<br>182:7;251:5;253:1;<br>254:11<br><b>average (2)</b><br>132:7;223:23<br><b>awake (1)</b><br>22:19<br><b>awarded (1)</b><br>7:17<br><b>aware (4)</b><br>6:4;8:6;141:8;<br>175:25<br><b>awareness (1)</b><br>204:1<br><b>away (7)</b><br>82:15;135:2,5;<br>158:3;247:19;<br>253:15;258:5<br><b>awesome (3)</b><br>128:14;185:5,22<br><b>awfully (1)</b><br>115:12<br><b>awhile (1)</b><br>185:8<br><b>Aye (4)</b><br>92:1;197:24,25;<br>198:1<br><b>AYES (38)</b><br>24:10,22;25:10,23;<br>29:5;45:1;91:9,24;<br>94:20;96:9;97:17;<br>98:22;99:20;100:18;<br>105:5;142:15;143:2,<br>16;144:3;148:16;<br>168:14;169:19; |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 170:6,21;197:11,22;<br>198:13,24;226:5,16;<br>227:24;229:11;<br>230:13;231:11;<br>248:9;263:15;<br>264:19;266:16 | 265:7<br><b>bad (5)</b><br>76:4;123:13;<br>124:11;185:24;186:3<br><b>badly (1)</b><br>77:7<br><b>balance (9)</b><br>8:9;10:16;11:9,15;<br>190:4;236:2,9;246:7,<br>8<br><b>bang (2)</b><br>23:4,18<br><b>bar (2)</b><br>56:8;70:7<br><b>barrier (1)</b><br>84:4<br><b>Bart (1)</b><br>51:4<br><b>Barth (122)</b><br>13:15,16;18:4;<br>24:15,18;25:15,21;<br>38:18,19,25;44:15,<br>16,21;70:13,14,21;<br>71:3,4,12,14,16;<br>75:19,20;76:12,18,<br>20,23;77:1,13;79:19;<br>87:25;88:1,5,8,12;<br>91:18,21;98:14,18;<br>100:12,16;126:15,16,<br>25;128:1;129:6,10,<br>13,19;131:9,11;<br>132:23;133:2,9;<br>137:22;142:1;143:4,<br>5,12,14;157:21,22;<br>158:17,21;159:5;<br>168:7,12;170:8,10,<br>23;171:1;194:9,10,<br>16;197:4,8,18,20;<br>198:18,21;214:10,11,<br>21;215:1,4,7,9,13;<br>227:1,2,5;230:5,10;<br>231:8,14;244:8,9;<br>245:19;246:20;<br>248:11,13;252:1,2,<br>18;254:22;256:20;<br>258:19,20;259:4;<br>262:2,3,12,19;<br>264:14,16;265:7,15,<br>21,23;266:5,19,20<br><b>Barth's (1)</b><br>80:23<br><b>base (1)</b><br>174:21<br><b>based (34)</b><br>8:11;13:24;23:21;<br>35:16,19;54:3;56:2;<br>57:25;59:1;60:14;<br>62:1;63:24,24;73:17;<br>74:1,7;77:6;78:17;<br>79:13;122:6;124:10;<br>128:17;141:22;<br>156:3;165:10;<br>180:16,22;181:7; | 214:17,25;234:16;<br>243:19;246:5;256:9<br><b>basically (5)</b><br>95:13;138:3;188:5;<br>210:21;214:19<br><b>basis (7)</b><br>89:1;158:12,15;<br>175:15;179:17;<br>236:12,14<br><b>basketball (12)</b><br>33:2,2;46:14,16,<br>17;48:23;49:16;<br>54:25;58:4,6,7;81:1<br><b>Batesville (2)</b><br>108:8;123:14<br><b>beats (1)</b><br>234:11<br><b>became (1)</b><br>234:2<br><b>become (4)</b><br>108:25;140:12;<br>154:6;217:3<br><b>becomes (2)</b><br>49:2;119:6<br><b>beforehand (1)</b><br>259:15<br><b>begin (3)</b><br>12:4;146:17;<br>200:17<br><b>beginning (10)</b><br>13:3;101:22;<br>152:11;153:25;<br>157:12;180:23;<br>200:18;213:12;<br>223:17;252:4<br><b>begins (1)</b><br>152:18<br><b>behalf (13)</b><br>27:12;30:22;33:6,<br>21;47:16;52:4;94:13;<br>96:6;97:8;106:16;<br>121:23;225:8;232:17<br><b>Behavior (17)</b><br>31:15;49:1;52:1;<br>57:18;59:10,23;60:6,<br>17;62:14,15;76:1;<br>78:7,23;79:18;84:16;<br>118:22,24<br><b>behind (8)</b><br>20:24;31:8;68:19;<br>118:2;128:10;140:7;<br>145:2;178:13<br><b>behooves (1)</b><br>247:8<br><b>belief (4)</b><br>35:1,14;56:3;<br>234:20<br><b>beliefs (1)</b><br>109:8<br><b>believes (2)</b><br>34:2;179:12<br><b>believe-you-me (1)</b><br>204:8 | <b>below (2)</b><br>113:9;252:20<br><b>benchmark (1)</b><br>234:5<br><b>beneficial (1)</b><br>156:25<br><b>benefit (3)</b><br>118:4;152:20;<br>247:9<br><b>benefits (1)</b><br>156:4<br><b>beside (1)</b><br>235:2<br><b>best (26)</b><br>13:12;23:4,17,18;<br>29:9;33:11;49:1,4;<br>79:18;109:10;<br>111:12;138:3;144:6;<br>145:14;146:23;<br>148:25;171:2;<br>175:20;186:14;<br>206:23;217:10;<br>243:13,14,15,15,16<br><b>Beth (1)</b><br>199:24<br><b>BETTER (26)</b><br>4:2,6,11;6:19,22;<br>9:22;11:15;15:17;<br>16:6,16,23;50:4;<br>104:10;116:25;<br>118:17,24;131:2,6;<br>135:22;154:24,25;<br>174:2;185:15;<br>190:12;206:14;<br>242:24<br><b>beyond (6)</b><br>10:1;12:2;119:12;<br>192:23;193:4;216:21<br><b>bid (1)</b><br>15:7<br><b>big (11)</b><br>6:5;17:18,24;<br>20:11;50:24;83:11;<br>122:10;131:14,17;<br>202:1;234:25<br><b>bigger (1)</b><br>7:7<br><b>biggest (3)</b><br>119:10;132:5;<br>147:6<br><b>bill (1)</b><br>122:18<br><b>birth (2)</b><br>5:24;184:20<br><b>bit (25)</b><br>8:13,21;10:25;<br>13:7;27:7;29:24;<br>114:3;130:4,5;<br>131:22;161:25;<br>162:3,5,6;177:3;<br>181:20,23;193:24;<br>201:7;203:5;205:5;<br>208:6;209:4,8;210:2 | <b>BLACK (10)</b><br>96:2;97:13,15;<br>251:14,15;265:15,21,<br>24;266:5,19<br><b>Blackstock (9)</b><br>27:6,9,11,12;28:15,<br>20;29:8,11,15<br><b>blah-blah-blah (1)</b><br>20:10<br><b>blemish (1)</b><br>153:19<br><b>blended (3)</b><br>112:25;179:7;<br>181:6<br><b>blending (2)</b><br>127:4;190:24<br><b>blink (1)</b><br>150:23<br><b>bluntly (1)</b><br>187:13<br><b>Board (184)</b><br>5:3,9;7:5,14;20:13;<br>28:19,23;29:17,21,<br>25;30:5,11,11,13;<br>32:17,18,21,23;33:4,<br>12,22;34:5,18,22;<br>36:1;39:13;40:23;<br>41:20,24,24;42:6,8,<br>13,16;44:4;45:5,13;<br>47:12,22;48:3;49:8,<br>18,22;50:14;51:6;<br>52:11;54:6,11;60:22;<br>61:14,17;63:18;<br>64:12,12;65:17;<br>66:18,21;67:3,7,11;<br>68:2;69:7,12,17,23;<br>70:12;71:21;74:2,5,<br>12,22;78:16;81:20;<br>88:11;92:11;97:11,<br>23;98:8;99:1,24;<br>103:19;104:6,15,21;<br>105:25;106:4,12;<br>110:2;116:15,21;<br>121:1,3,21;125:12;<br>133:6;141:23;<br>145:25;147:24;<br>148:4;149:12,13;<br>150:9,10;152:23,25;<br>153:2,3,5;154:14;<br>156:21;157:21,23;<br>158:14,24;159:12,17,<br>25;160:17,23,23,24;<br>161:3,15;164:17;<br>165:24;166:2,3,12,<br>23;168:1,18,21;<br>169:4,5,12,14;<br>171:12;172:8;<br>173:21;188:24;<br>199:14;202:23;<br>206:1;211:20;<br>213:20,23;223:10;<br>229:2;230:4;231:6;<br>232:10;233:10,14; |
|------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 234:21;235:1,4,11,<br>18,20,21,23;236:19;<br>239:4;241:24;247:6;<br>248:14;249:20;<br>250:6,7;254:12,14,<br>16,17;257:4,21;<br>258:11;259:18,21,25;<br>260:1,2;262:9,9;<br>266:8<br><b>boards (3)</b><br>78:4;159:10,19<br><b>Board's (3)</b><br>31:22;32:10,16<br><b>body (8)</b><br>81:9;85:12;86:8,<br>16;89:19;91:1;242:3;<br>246:23<br><b>book (1)</b><br>117:14<br><b>books (7)</b><br>11:6,11;22:8;<br>117:12;236:7,10;<br>246:8<br><b>born (2)</b><br>155:25;185:7<br><b>borrow (1)</b><br>191:11<br><b>botanist (1)</b><br>206:22<br><b>Both (17)</b><br>21:14;45:18;49:14;<br>50:17,19;51:21;<br>58:24;59:6;60:10;<br>111:2;127:17;<br>144:13;147:9;<br>152:15;156:18;<br>206:2;265:21<br><b>bound (2)</b><br>130:11;190:25<br><b>boundaries (3)</b><br>77:22;78:6;129:22<br><b>bounds (1)</b><br>127:12<br><b>boy (7)</b><br>114:17,19,21;<br>123:13;124:11;<br>125:23;185:22<br><b>Boyd (33)</b><br>231:23,24,25;<br>232:8;248:15;249:2,<br>14;250:22;251:1;<br>252:13,15;254:16;<br>255:21,23;256:1,6,<br>11;258:15;259:10,<br>12;260:8,13;261:15,<br>17;262:1,3,7,16,20,<br>25;263:6,18,19<br><b>boys' (4)</b><br>46:16;49:16;54:25;<br>58:6<br><b>braced (1)</b><br>14:7<br><b>brain (1)</b> | 9:18<br><b>brainstorm (1)</b><br>20:21<br><b>break (21)</b><br>26:8,10;65:16;<br>66:2,22,23;67:1,1,12,<br>16;68:6,10;69:3,5,12;<br>93:9;144:10,11;<br>185:8;228:8,10<br><b>brick-and-mortar (1)</b><br>182:8<br><b>bridge (1)</b><br>126:25<br><b>bridging (1)</b><br>190:24<br><b>brief (5)</b><br>52:3;144:9;194:20;<br>228:7;239:20<br><b>briefly (4)</b><br>46:6;47:1;196:1;<br>215:25<br><b>bring (6)</b><br>39:4;48:7;54:5;<br>66:13;117:14;206:20<br><b>bringing (1)</b><br>54:8<br><b>broad (3)</b><br>129:15;158:6,8<br><b>broader (3)</b><br>127:10;158:1;<br>194:17<br><b>broken (1)</b><br>36:21<br><b>brother (1)</b><br>63:8<br><b>Brown (14)</b><br>172:15;173:14;<br>176:10,11,14,16,16;<br>192:7,21;193:6,8,22;<br>196:13,16<br><b>brush (1)</b><br>63:4<br><b>Bs (2)</b><br>119:1;185:20<br><b>buck (2)</b><br>23:4,18<br><b>budget (1)</b><br>201:16<br><b>build (5)</b><br>146:23;175:3,8;<br>193:17;222:3<br><b>Building (25)</b><br>31:16;108:16;<br>127:19,20,21,24;<br>136:12;146:21;<br>147:2,21;155:5;<br>187:23;189:21,22,22,<br>24;195:21;199:19;<br>202:3,6,13;208:22;<br>211:6;222:1,2<br><b>buildings (2)</b><br>127:15;147:9<br><b>built (2)</b> | 50:9;146:24<br><b>bunch (2)</b><br>82:1;218:13<br><b>burden (1)</b><br>236:13<br><b>burger (1)</b><br>114:24<br><b>burnout (1)</b><br>152:19<br><b>bus (29)</b><br>32:14;35:4;46:16,<br>18,22;47:6;54:22;<br>55:1,2,4,7,16,24;<br>56:6,8,17;57:18;58:6,<br>8,11,14,18;59:18;<br>62:18,25;64:5;65:24;<br>70:8;124:7<br><b>business (9)</b><br>116:3;122:13;<br>180:4,18;249:13,19;<br>250:7;255:24;260:3<br><b>businesses (1)</b><br>122:9<br><b>buy (1)</b><br>11:11<br><b>buy-in (5)</b><br>124:22,23,23;<br>126:20;131:22<br><b>bypass (1)</b><br>145:12<br><b>bypassing (1)</b><br>44:18 | <b>camera (1)</b><br>55:3<br><b>campus (4)</b><br>109:18,19;161:16;<br>181:4<br><b>campuses (1)</b><br>112:23<br><b>can (154)</b><br>4:24;5:6,16;6:12,<br>25;7:12;10:20;12:19;<br>15:12;17:21;18:4,9,<br>13;20:13;21:24;<br>22:17;23:8,12;28:18;<br>37:20;38:1;39:3;<br>41:16;42:7,9,12;61:5,<br>12;64:3,10,21;65:1;<br>66:14;67:2,15;68:12;<br>70:14;71:22;72:10,<br>11,22;73:13;74:10;<br>75:6;77:17;78:12,16;<br>79:20;83:8,20;84:4,<br>12;85:19,21,23;86:4,<br>19;92:11;98:13;<br>101:10,13;103:9;<br>104:3,4,12;106:18,<br>22;107:2;109:8;<br>110:11;111:9;<br>114:21,23;116:2,2;<br>120:7;122:6;123:1;<br>125:9,20;130:5,6,6;<br>138:24,25;141:19;<br>147:18;150:1;<br>151:12;153:8;<br>155:12;157:7;<br>159:10,13;160:13;<br>161:2;163:6,12,21;<br>164:18,20;166:7;<br>171:9,11,11,23;<br>172:25;174:24,25;<br>178:6;186:15;187:6;<br>188:9;192:25;193:6,<br>14;194:10,20;<br>195:25;196:2,6;<br>201:3,3;206:9,10,10;<br>209:5;210:8;211:3;<br>217:8,16,18,18;<br>220:14;222:6;<br>223:11;224:3;225:2,<br>7;232:14;235:7;<br>237:13;242:2,17,23,<br>23;247:15;248:25;<br>249:18;257:4;258:2,<br>3;259:5;265:9<br><b>cancel (1)</b><br>153:3<br><b>candidacy (1)</b><br>98:8<br><b>candidate (4)</b><br>98:7;99:8;100:6;<br>103:11<br><b>candidates (2)</b><br>98:10;102:16<br><b>cap (2)</b> | 218:18;219:2<br><b>capacity (4)</b><br>12:10,12;109:3,6<br><b>capital (1)</b><br>209:21<br><b>car (3)</b><br>27:15,18;114:19<br><b>care (6)</b><br>7:23;9:15,25;13:6;<br>186:14;238:16<br><b>cared (1)</b><br>109:9<br><b>career (24)</b><br>31:9;54:8;110:4,5,<br>10,15,21,23;111:2,5,<br>8,9;112:19;120:17;<br>122:14;154:5;<br>156:13;173:23;<br>176:13,19;194:14;<br>229:16,19,22<br><b>careful (2)</b><br>44:17;244:24<br><b>carefully (1)</b><br>130:9<br><b>caregiver (1)</b><br>184:22<br><b>CAROL (4)</b><br>26:16,23;27:12;<br>267:24<br><b>Carolina (1)</b><br>39:23<br><b>carries (37)</b><br>24:12,24;25:12,25;<br>29:7;45:3;91:11;<br>92:2;94:22;96:11;<br>97:19;98:24;99:22;<br>100:20;105:7;<br>142:17;143:6,18;<br>144:5;148:18;<br>168:16;169:21;<br>170:10;171:1;<br>197:13;198:4,15;<br>199:1;226:7,18;<br>228:1;229:13;<br>230:15;231:15;<br>263:17;264:21;<br>266:18<br><b>case (24)</b><br>12:17;18:14;29:16,<br>17,20,21;33:15;34:7;<br>38:8;45:6,14,15;<br>46:6;52:13,13,18;<br>54:23;77:9;102:8;<br>179:19;209:14;<br>222:9;255:17,18<br><b>cases (10)</b><br>32:10;33:14;52:5,<br>8;53:13,14;54:23;<br>72:8;152:20;234:17<br><b>Casey (1)</b><br>53:1<br><b>categories (2)</b><br>23:8;136:18 |
| <b>C</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <b>cafeterias (1)</b><br>147:5<br><b>Cagle (1)</b><br>52:22<br><b>calculus (1)</b><br>129:9<br><b>calendar (12)</b><br>169:9;178:1;<br>249:13,18,19,24;<br>255:25;256:5,5,6;<br>260:17,19<br><b>California (2)</b><br>174:15;208:16<br><b>call (7)</b><br>21:20;41:9,11;<br>75:13;77:3,13;<br>168:20<br><b>called (1)</b><br>53:2<br><b>calls (1)</b><br>30:24<br><b>came (17)</b><br>11:10;28:7;33:5;<br>47:14,25;48:1;49:18;<br>51:12;89:7;108:3;<br>121:23,24;124:5;<br>185:21;186:20;<br>187:11;244:19                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>category (1)</b><br/>125:21</p> <p><b>caught (4)</b><br/>46:22;55:3;58:12;<br/>70:6</p> <p><b>cause (1)</b><br/>15:14</p> <p><b>caused (1)</b><br/>185:4</p> <p><b>causing (2)</b><br/>53:4,7</p> <p><b>caution (1)</b><br/>253:11</p> <p><b>cautious (2)</b><br/>82:1;84:6</p> <p><b>Cave (4)</b><br/>121:23;122:7;<br/>124:4,7</p> <p><b>CEDAR (15)</b><br/>105:10;106:3;<br/>107:17;108:2,20;<br/>109:19;120:9;121:5;<br/>122:18;126:1;<br/>130:21;142:9;<br/>143:10,22;144:6</p> <p><b>Center (7)</b><br/>7:8;63:5,5;146:6,<br/>20;147:11;211:9</p> <p><b>central (4)</b><br/>101:23;106:15;<br/>108:8;203:20</p> <p><b>certain (16)</b><br/>5:12,14;19:5;<br/>88:12;115:5;153:18;<br/>155:4,18;157:4;<br/>159:21;192:22;<br/>212:23,24,25;222:15;<br/>243:21</p> <p><b>certainly (16)</b><br/>16:5,10,17,18;<br/>17:21,25;18:13;21:3,<br/>4;22:7,16;37:22;<br/>81:14,18;82:6;207:6</p> <p><b>certificate (1)</b><br/>123:12</p> <p><b>Certificates (1)</b><br/>115:7</p> <p><b>certification (5)</b><br/>98:11;99:9;113:5,<br/>6;130:2</p> <p><b>certifications (1)</b><br/>206:8</p> <p><b>certified (5)</b><br/>115:10;202:24;<br/>206:19;208:12;<br/>211:15</p> <p><b>Chair (14)</b><br/>9:10;65:22;105:22;<br/>121:21;144:18;<br/>150:10;215:24;<br/>231:25;261:17;<br/>265:11,13,22,23;<br/>266:5</p> | <p><b>Chairman (1)</b><br/>78:11</p> <p><b>CHAIRPERSON (420)</b><br/>4:9,16;9:1,4,7;<br/>11:19;13:15;14:4;<br/>22:22;23:22;24:7,11,<br/>18,23;25:5,7,11,20,<br/>24;26:6,11,17;27:10;<br/>28:15,22;29:2,6,9,14,<br/>18;30:16;33:19;<br/>34:13;36:6,19;38:18;<br/>41:23;42:4,18,23;<br/>43:2,5,8,12,23;44:9,<br/>13,21;45:2,7,22;46:2;<br/>53:22,24;54:17;<br/>60:19;61:2,4,9,12,19,<br/>21,23;63:15,18;<br/>64:11,15,18,23;65:1,<br/>5,10,12,14,17;66:9,<br/>17;67:17;69:6,21;<br/>70:10;71:4,16;72:7,<br/>13,25;73:4,7,11,14,<br/>16;74:23;75:18;<br/>78:13,20;79:6;80:16,<br/>20;81:15;82:24;<br/>84:19;85:3,7,18,23,<br/>25;86:4,9,12,24;87:1,<br/>4,7,11,15,18,21;<br/>88:14;89:3,6,11,14,<br/>16,23;90:9,17,20;<br/>91:10,19,21,25;92:2,<br/>9,17,21;93:2,7,94:11,<br/>15,21,25;96:3,8,10,<br/>14;97:4,7,10,14,18;<br/>98:1,15,17,20,23;<br/>99:4,12,17,21;100:2,<br/>10,13,15,19,24;<br/>103:16;104:19,25;<br/>105:2,6,11;106:17,<br/>21;107:5,15,23;<br/>121:6,12;125:4,11;<br/>126:13;131:9;133:9;<br/>134:22;138:6;139:6,<br/>15,19,25;140:3,10,<br/>14,16,20,23;141:9,<br/>16;142:2,10,12,16,<br/>22,24;143:3,5,11,13,<br/>17,23,25;144:4,8,12,<br/>19,21,24;145:1,4,6,9,<br/>11,19;146:11,16;<br/>148:1,8,13,17,24;<br/>149:3,21,24;150:7,<br/>11;157:14,20;159:6;<br/>160:19;164:15;<br/>165:6,10,18;166:7,<br/>22;167:3,8,24;168:9,<br/>11,15,22;169:16,20;<br/>170:1,3,7,9,15,18,22,<br/>25;171:17,20;172:2,<br/>20,23;173:5;176:14;<br/>183:21;188:11,15,21;<br/>191:13;194:8,19,24;<br/>195:2,4,6,24;196:7,</p> | <p>25;197:6,8,12,19,23;<br/>198:2,10,14,21,25;<br/>199:6;200:2,6,14;<br/>210:10;211:24;<br/>214:1,9;215:14,20;<br/>217:24;219:16;<br/>221:3;223:9,15,20;<br/>224:12,19,23;225:1,<br/>7,10,14,23;226:2,6,<br/>13,17,24;227:8,20,<br/>25;228:5,14;229:2,8,<br/>12,17;230:3,7,10,14,<br/>19;231:5,10,12,20;<br/>232:8,20,25;233:7;<br/>237:15,21,24;238:2,<br/>6;239:2,10;240:16,<br/>18;241:18;244:7;<br/>245:3,16;246:3,12;<br/>247:17,24;248:4,7,<br/>10,12,21;249:7,16;<br/>251:8,13,16,25;<br/>252:13,23;253:10;<br/>254:9,13,15,17,24;<br/>255:8,20;256:4,7,12,<br/>21;257:6,18;258:6,<br/>10,16;259:7,11,13;<br/>260:12,16,20,23;<br/>261:12;262:1,21;<br/>263:7,11,13,16,22;<br/>264:11,16,20,23;<br/>265:6,9,12,18;266:1,<br/>7,9,11,13,17,23</p> <p><b>challenge (2)</b><br/>12:24;13:18</p> <p><b>challenges (4)</b><br/>74:8;214:16;<br/>215:11;239:16</p> <p><b>Challenging (2)</b><br/>31:15;154:21</p> <p><b>CHAMBERS (53)</b><br/>24:17,19,20;25:6,<br/>8;80:20,21;82:10,18;<br/>85:10;86:11,13;<br/>91:20,22;96:1,4;<br/>142:23,25;143:24;<br/>144:1;168:10,12;<br/>197:25;198:4,7,11;<br/>214:2,3,6,8;225:19,<br/>21,24;226:2,12,14,<br/>21,24;229:7,9;231:9,<br/>13,14;248:6,7;<br/>251:16,17,25;258:2;<br/>266:4,8,10,14</p> <p><b>Championship (2)</b><br/>46:18;58:8</p> <p><b>CHANCE (14)</b><br/>4:2,6,11;6:15,19;<br/>9:22;11:15;15:17;<br/>16:7,16,23;25:3;<br/>184:10;187:5</p> <p><b>Chancellor (2)</b><br/>106:14;108:5</p> <p><b>chances (1)</b></p> | <p>66:7</p> <p><b>change (14)</b><br/>16:9;48:10;87:12;<br/>110:13;114:18,21;<br/>161:2;171:9;176:25;<br/>177:1,2;184:7;<br/>206:16;264:8</p> <p><b>changed (4)</b><br/>6:20;124:1,14,15</p> <p><b>changes (6)</b><br/>6:11,23;19:8;82:4;<br/>84:13;101:22</p> <p><b>changing (2)</b><br/>120:5,6</p> <p><b>Chapman (1)</b><br/>146:12</p> <p><b>character (4)</b><br/>81:7;116:19,21,24</p> <p><b>characterized (1)</b><br/>47:11</p> <p><b>charge (2)</b><br/>202:7;236:19</p> <p><b>charged (1)</b><br/>51:25</p> <p><b>Charging (1)</b><br/>201:8</p> <p><b>Charisse (1)</b><br/>80:22</p> <p><b>Charlotte (2)</b><br/>109:15;126:3</p> <p><b>Charter (79)</b><br/>105:23;106:2;<br/>111:16;121:24,25;<br/>124:20;139:22;<br/>145:21;159:19;<br/>167:18,19;173:22;<br/>176:5,21;181:15,19;<br/>182:3;183:1;195:10;<br/>215:5,10;228:11,12,<br/>17,25;229:14,15,18,<br/>25;230:16,17,20,<br/>231:3,17,18,19,21;<br/>232:1,3,17;233:11,<br/>12;235:25;236:15;<br/>239:14,22;240:4,7,<br/>13,20,21;241:10,16;<br/>244:16;245:7,9,13,<br/>25;246:2;247:5;<br/>250:2,3,16;252:4,16,<br/>22;253:24;254:19;<br/>260:9;261:9,10,11,<br/>13,15,17,19,20;<br/>262:3,14</p> <p><b>chartered (1)</b><br/>235:10</p> <p><b>CHARTERS (12)</b><br/>105:10;128:25;<br/>145:18;149:2;159:8;<br/>172:1;199:5;214:14,<br/>25;247:21;250:21;<br/>252:19</p> <p><b>Chatman (1)</b><br/>146:6</p> | <p><b>check (10)</b><br/>117:12,14;149:23;<br/>167:21;172:22;<br/>180:10,11;200:5;<br/>236:20;259:20</p> <p><b>checking (1)</b><br/>195:9</p> <p><b>checks (2)</b><br/>207:2,4</p> <p><b>CHERRY (2)</b><br/>228:13,18</p> <p><b>Chicago (1)</b><br/>4:20</p> <p><b>chicken (1)</b><br/>27:15</p> <p><b>chief (1)</b><br/>75:24</p> <p><b>child (24)</b><br/>8:10;9:20,23;10:1;<br/>11:11;12:7,11,16,16;<br/>13:12;22:11;27:15,<br/>17,18,20,24;95:17;<br/>178:12;180:10;<br/>182:18;189:14;<br/>207:4;210:21;246:17</p> <p><b>Childcare (4)</b><br/>4:18;7:18;8:19;<br/>21:21</p> <p><b>Childhood (5)</b><br/>4:19;5:4,9,21;<br/>17:15</p> <p><b>children (35)</b><br/>5:24;6:1,21;7:2,5;<br/>9:15,18,21;11:5,12;<br/>12:15,19;13:6;16:8,<br/>11,15;21:7,10,11,14;<br/>50:2,3;51:25;65:9;<br/>80:13;151:20,20,21,<br/>24;153:14;157:3,8;<br/>182:22;185:5;233:22</p> <p><b>child's (1)</b><br/>119:14</p> <p><b>chime (1)</b><br/>192:21</p> <p><b>choice (1)</b><br/>22:10</p> <p><b>choices (1)</b><br/>187:12</p> <p><b>choke (1)</b><br/>52:16</p> <p><b>choose (2)</b><br/>141:5;171:11</p> <p><b>choosing (1)</b><br/>182:14</p> <p><b>CHORUS (38)</b><br/>24:10,22;25:10,23;<br/>29:5;45:1;91:9,24;<br/>94:20;96:9;97:17;<br/>98:22;99:20;100:18;<br/>105:5;142:15;143:2,<br/>16;144:3;148:16;<br/>168:14;169:19;<br/>170:6,21;197:11,22;</p> |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>198:13,24;226:5,16;<br/>227:24;229:11;<br/>230:13;231:11;<br/>248:9;263:15;<br/>264:19;266:16<br/><b>chose (3)</b><br/>184:19;205:15;<br/>236:8<br/><b>chosen (2)</b><br/>4:21;216:17<br/><b>Christmas (1)</b><br/>117:9<br/><b>Circuit (2)</b><br/>93:20;95:17<br/><b>circumstance (1)</b><br/>81:3<br/><b>circumstances (5)</b><br/>82:9;113:19;<br/>179:10;185:3;247:23<br/><b>circumvent (1)</b><br/>34:1<br/><b>circumventing (1)</b><br/>29:25<br/><b>citations (1)</b><br/>153:18<br/><b>cite (1)</b><br/>63:1<br/><b>cited (3)</b><br/>52:4;53:13,15<br/><b>citizens (2)</b><br/>7:24;20:11<br/><b>City (7)</b><br/>121:23;122:7;<br/>124:4,7;200:24;<br/>234:22;238:11<br/><b>civic (1)</b><br/>49:23<br/><b>clarification (4)</b><br/>43:13;69:2;171:19;<br/>246:5<br/><b>clarify (4)</b><br/>227:2;239:11;<br/>252:15;259:24<br/><b>clarifying (1)</b><br/>239:6<br/><b>clarity (6)</b><br/>73:4;127:10;<br/>141:17;159:13;<br/>201:17;237:18<br/><b>Clark (4)</b><br/>199:18;208:15;<br/>211:5,5<br/><b>class (57)</b><br/>52:24;53:1,19;<br/>102:12;110:12,17;<br/>111:22;112:15,25;<br/>113:4,13;116:7;<br/>117:20;127:20;<br/>131:12,17;132:3,7,<br/>21;133:12,12;134:4;<br/>136:17;142:19,21;<br/>172:10;178:24;<br/>179:3,6,9;181:6;</p> | <p>183:13;184:4;189:5,<br/>6,16;190:5;194:3,3;<br/>195:23;196:20;<br/>197:14,16;199:16;<br/>204:12,25;209:2,3,6,<br/>18;210:9,13;211:14;<br/>212:4;219:22;<br/>226:19,21<br/><b>classes (26)</b><br/>19:19;72:23;82:13;<br/>83:18;84:25;88:17;<br/>112:19;114:16;<br/>115:4;118:11;<br/>127:25;131:13;<br/>137:2,11;155:9,10;<br/>186:4,4,6;189:9;<br/>190:1;192:22;193:2;<br/>195:16;210:16;<br/>217:17<br/><b>classified (1)</b><br/>133:8<br/><b>classroom (28)</b><br/>12:15,20;14:23;<br/>31:14,16;59:7;83:1;<br/>127:4;130:15;<br/>131:14;133:17,18;<br/>136:5,6,8,13;157:2;<br/>181:1;187:21;190:7,<br/>9,23;203:24;204:5;<br/>205:4;209:1,10;<br/>219:7<br/><b>CLASSROOMS (14)</b><br/>4:3,12;8:18,22;<br/>10:8;12:25;13:4;<br/>14:18;15:19;24:4;<br/>26:14;133:24;<br/>174:21;190:24<br/><b>CLAY (80)</b><br/>29:16,20;30:9,23,<br/>24;31:7,21,23;32:13,<br/>23,25;39:17;40:5,13,<br/>23;41:21;45:6,12;<br/>46:6,14,20;47:5,14,<br/>25;48:1,4,10,12,19,<br/>24;49:13,24,24;50:7,<br/>15,16,25;51:12,16,<br/>23;52:4,7,12,13;<br/>53:15,21;54:22;55:2,<br/>9,11,13,20;56:4;<br/>57:15,18,23;58:4,10,<br/>14,16,17;59:4,7,23;<br/>60:5,12;63:3,7,10;<br/>64:5,7;69:15;81:4;<br/>83:24;84:1,14,18;<br/>91:1;92:10,16<br/><b>Clay's (9)</b><br/>31:20;33:5;40:24;<br/>47:16;49:10;54:8;<br/>58:21;59:14,20<br/><b>Clayton (3)</b><br/>27:6,11;229:22<br/><b>clear (10)</b><br/>15:3;36:10;59:3;</p> | <p>101:19;103:9;<br/>126:19;134:6;<br/>194:11,16;259:5<br/><b>client (3)</b><br/>30:23;45:23;71:7<br/><b>clients (2)</b><br/>27:22;82:2<br/><b>CLINTON (5)</b><br/>29:16,20;30:23;<br/>45:6;69:15<br/><b>close (15)</b><br/>48:11;77:3,13;<br/>129:4;134:4;154:11,<br/>16;155:5;157:4;<br/>161:22;185:25;<br/>193:3;234:6;242:18;<br/>244:2<br/><b>closed-quote (5)</b><br/>32:15;47:6;48:8;<br/>50:24;53:6<br/><b>closely (2)</b><br/>191:5;265:1<br/><b>closer (1)</b><br/>19:17<br/><b>Closing (11)</b><br/>31:18;121:13;<br/>125:6;148:3;149:14;<br/>154:10;155:23;<br/>161:21;170:12;<br/>188:16,20<br/><b>co- (1)</b><br/>264:6<br/><b>Coach (57)</b><br/>30:24;31:7;32:23,<br/>25;33:3,5;39:17;<br/>40:5,13,23,24;41:20;<br/>46:6,14;47:14,15,25;<br/>48:1,4,10,12,19,24;<br/>49:13,16,23,24;50:7,<br/>7,14,24;51:16,23;<br/>52:4,7,12,12;53:15,<br/>21;54:8;58:4;63:3,7,<br/>10;64:5,7;73:24;<br/>83:2,24;84:1,3,14,18;<br/>91:1;92:10;93:13;<br/>215:17<br/><b>coaches (1)</b><br/>39:16<br/><b>coaching (1)</b><br/>175:17<br/><b>Code (13)</b><br/>30:3;34:6;57:24;<br/>60:5;96:22;147:8;<br/>159:22;160:10,15;<br/>161:6;165:12;<br/>168:25;223:16<br/><b>coding (1)</b><br/>195:16<br/><b>Cody (1)</b><br/>146:5<br/><b>Coffman (8)</b><br/>26:4;68:11;215:15,<br/>16;248:15;259:16,17,</p> | <p>23<br/><b>cognitive (1)</b><br/>175:9<br/><b>cognizant (1)</b><br/>145:11<br/><b>cohort (1)</b><br/>191:1<br/><b>collaboration (2)</b><br/>118:19;201:18<br/><b>colleague (1)</b><br/>176:9<br/><b>colleagues (12)</b><br/>11:23;23:24;43:15;<br/>44:1;61:5,12;73:7;<br/>79:8;157:16;173:13;<br/>212:2;225:16<br/><b>collective (1)</b><br/>244:1<br/><b>collectively (3)</b><br/>242:5;243:3;<br/>246:10<br/><b>College (16)</b><br/>33:9;110:4,5,10,15,<br/>19;111:2,5,8,8;<br/>119:23;120:17;<br/>123:11,24;124:4;<br/>193:12<br/><b>colorblind (1)</b><br/>125:19<br/><b>combine (1)</b><br/>35:21<br/><b>comfortable (6)</b><br/>127:2,3,8;137:17;<br/>244:20;246:1<br/><b>coming (24)</b><br/>12:11;15:11;17:11,<br/>19;21:19;37:12;83:7;<br/>108:5;124:25;153:6;<br/>158:16;162:13,23,24;<br/>163:1;187:14;<br/>209:24;212:21;<br/>216:10;217:21;<br/>222:9;223:6;250:11;<br/>262:13<br/><b>comma (1)</b><br/>171:7<br/><b>commence (2)</b><br/>150:13;173:9<br/><b>commencement (1)</b><br/>68:16<br/><b>commend (3)</b><br/>213:18,19,19<br/><b>comment (12)</b><br/>44:16;70:4;210:13;<br/>213:8;215:16;<br/>240:14,17;246:14;<br/>260:8,11;264:5,6<br/><b>commenting (1)</b><br/>34:9<br/><b>comments (23)</b><br/>28:23;33:21,24;<br/>44:15;53:25;67:9,10;<br/>69:17;70:11;89:20;</p> | <p>91:3;92:11;104:20;<br/>121:17,18;125:7;<br/>148:4;209:3;239:3;<br/>241:23;247:25;<br/>258:23;259:2<br/><b>Commissioner (26)</b><br/>5:3,14;6:8;21:4;<br/>64:21,23,24;65:3;<br/>66:10,11;85:3,4;<br/>215:23,24;216:7;<br/>247:20,24;253:10,11,<br/>15,21;256:14,15,18;<br/>257:23;264:25<br/><b>commitment (3)</b><br/>48:25;159:1;263:3<br/><b>committee (4)</b><br/>73:19;154:15;<br/>156:19;265:14<br/><b>committees (1)</b><br/>91:15<br/><b>common (1)</b><br/>84:16<br/><b>communicate (1)</b><br/>83:20<br/><b>communication (1)</b><br/>155:16<br/><b>communities (5)</b><br/>8:1,3;125:15;<br/>201:5;202:5<br/><b>community (47)</b><br/>21:21;33:9;50:2,5;<br/>74:10,14,15;75:7,14;<br/>78:10;79:14,25,25;<br/>80:13;82:7;112:6,16;<br/>120:25;122:3,9,13,<br/>15,16;123:8;124:23;<br/>126:20;146:22;<br/>152:24;154:8;156:1;<br/>157:6;167:1,5,7;<br/>171:23;194:21;<br/>233:20;234:22;<br/>238:16,17;23,25;<br/>241:1,3,7;242:14;<br/>243:24<br/><b>compared (1)</b><br/>6:21<br/><b>compares (1)</b><br/>252:10<br/><b>compartmentalizing (1)</b><br/>244:13<br/><b>compensate (2)</b><br/>113:25;179:23<br/><b>compensated (2)</b><br/>196:21;221:19<br/><b>compensation (1)</b><br/>194:6<br/><b>compete (1)</b><br/>188:4<br/><b>competency (3)</b><br/>178:9;180:22;<br/>181:7<br/><b>competency-based (1)</b><br/>179:8</p> |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>complain (2)</b><br/>213:7;265:3</p> <p><b>complaint (3)</b><br/>57:6;69:24;25</p> <p><b>complete (12)</b><br/>31:13,21;57:9;<br/>60:15;98:8,11;100:6;<br/>101:17;159:18;<br/>178:25;180:20,20</p> <p><b>completed (2)</b><br/>99:9;102:18</p> <p><b>completely (3)</b><br/>135:18;136:13;<br/>241:8</p> <p><b>completion (1)</b><br/>103:6</p> <p><b>compliment (1)</b><br/>265:8</p> <p><b>complimentary (1)</b><br/>264:25</p> <p><b>comply (3)</b><br/>38:10;52:20;256:1</p> <p><b>component (1)</b><br/>178:17</p> <p><b>comprehensive (1)</b><br/>174:20</p> <p><b>compromise (1)</b><br/>40:15</p> <p><b>computer (2)</b><br/>66:13;195:16</p> <p><b>computing (1)</b><br/>15:12</p> <p><b>conceivable (2)</b><br/>256:8;257:1</p> <p><b>conceivably (1)</b><br/>256:23</p> <p><b>concentrated (1)</b><br/>9:17</p> <p><b>concentration (1)</b><br/>51:20</p> <p><b>concept (1)</b><br/>208:3</p> <p><b>concern (11)</b><br/>20:7;61:3;80:23;<br/>82:5;152:6;153:9;<br/>159:24;160:13;<br/>184:17;191:4;257:16</p> <p><b>concerned (10)</b><br/>20:6,12;73:22;<br/>82:14;130:4;158:4;<br/>161:12,25;189:18;<br/>218:16</p> <p><b>concerning (2)</b><br/>21:22;180:12</p> <p><b>concerns (11)</b><br/>43:16;65:23;75:25;<br/>92:12;131:13;167:3,<br/>4;185:2;239:18;<br/>246:18,23</p> <p><b>conclude (3)</b><br/>62:25;67:2;236:12</p> <p><b>concluded (2)</b><br/>92:6;266:25</p> | <p><b>concludes (2)</b><br/>188:20;266:24</p> <p><b>conclusion (5)</b><br/>32:12;47:3;49:7;<br/>89:21;91:3</p> <p><b>conclusive (5)</b><br/>32:13;47:4;58:17,<br/>20;60:2</p> <p><b>concordance (1)</b><br/>253:8</p> <p><b>concorded (1)</b><br/>253:8</p> <p><b>concrete (1)</b><br/>255:1</p> <p><b>concurrent (1)</b><br/>123:20</p> <p><b>condition (1)</b><br/>186:9</p> <p><b>conduct (5)</b><br/>31:20;40:12;52:6;<br/>57:1,7</p> <p><b>confir (1)</b><br/>68:10</p> <p><b>conference (2)</b><br/>65:7;221:8</p> <p><b>conferences (2)</b><br/>221:13,21</p> <p><b>confidence (1)</b><br/>44:19</p> <p><b>configuration (1)</b><br/>165:4</p> <p><b>confirm (4)</b><br/>43:20;194:20;<br/>196:8,11</p> <p><b>confirming (1)</b><br/>96:5</p> <p><b>conflict (1)</b><br/>246:7</p> <p><b>conflictual (1)</b><br/>76:8</p> <p><b>confrontation (8)</b><br/>37:24;46:19,21;<br/>47:1,10;55:1;58:9,11</p> <p><b>confusion (1)</b><br/>171:6</p> <p><b>Congratulations (5)</b><br/>144:6;148:19;<br/>188:25;228:2;266:19</p> <p><b>conjunction (1)</b><br/>201:9</p> <p><b>connect (2)</b><br/>8:3;175:6</p> <p><b>connected (4)</b><br/>15:24;38:21;<br/>130:24;242:25</p> <p><b>connection (1)</b><br/>236:10</p> <p><b>Connections (1)</b><br/>182:12</p> <p><b>consecutive (1)</b><br/>101:13</p> <p><b>consensus (3)</b><br/>90:12;129:14;</p> | <p>258:11</p> <p><b>consent (3)</b><br/>30:7;38:16;101:4</p> <p><b>consider (8)</b><br/>26:21;62:5;74:22;<br/>93:3;133:24;224:13;<br/>225:17;255:11</p> <p><b>CONSIDERATION (41)</b><br/>4:2,4,6,8,10;10:23;<br/>26:15,22;27:1;33:18;<br/>92:19,22;94:23;95:1;<br/>96:12,15;97:22;98:2,<br/>25;99:5,23;100:3,21,<br/>25;173:19;188:18;<br/>228:11,17;229:14;<br/>230:16,20;231:17,21;<br/>242:7;243:4,20;<br/>244:2;261:9,13;<br/>263:20,23</p> <p><b>considerations (1)</b><br/>39:5</p> <p><b>considered (8)</b><br/>15:25;62:8,10;<br/>110:18;111:15;<br/>176:8;225:12;237:4</p> <p><b>considering (1)</b><br/>69:15</p> <p><b>consistency (1)</b><br/>225:22</p> <p><b>consistent (3)</b><br/>32:9;48:7;241:13</p> <p><b>consolidated (2)</b><br/>109:17;201:25</p> <p><b>constant (1)</b><br/>48:21</p> <p><b>constraints (1)</b><br/>47:20</p> <p><b>construct (1)</b><br/>203:9</p> <p><b>consultation (1)</b><br/>26:18</p> <p><b>consulted (1)</b><br/>194:21</p> <p><b>consulting (1)</b><br/>175:18</p> <p><b>contact (10)</b><br/>52:11;55:22;63:4;<br/>93:18;138:11;<br/>163:13,22;250:8;<br/>260:3,4</p> <p><b>contacted (1)</b><br/>235:17</p> <p><b>contain (1)</b><br/>47:3</p> <p><b>contains (1)</b><br/>46:24</p> <p><b>content (8)</b><br/>10:5;130:10;<br/>174:23;175:3;<br/>177:10;178:7,9,10</p> <p><b>context (3)</b><br/>17:5;76:7;105:19</p> <p><b>contingent (1)</b></p> | <p>236:16</p> <p><b>continue (10)</b><br/>21:11;40:14;66:22;<br/>152:14;158:11;<br/>178:10;199:6;<br/>211:22,22;228:16</p> <p><b>continued (8)</b><br/>5:4,15;46:21;<br/>58:11;176:12,19,22;<br/>262:4</p> <p><b>contract (1)</b><br/>49:3</p> <p><b>contract (3)</b><br/>28:3,13;246:2</p> <p><b>contractor (3)</b><br/>15:14;23:12,20</p> <p><b>CONTRACTS (8)</b><br/>4:7;10:4,9,13;15:7;<br/>25:1,4;250:10</p> <p><b>contradicted (4)</b><br/>56:19,21,23;236:3</p> <p><b>contribute (1)</b><br/>122:15</p> <p><b>contributing (1)</b><br/>154:7</p> <p><b>control (2)</b><br/>76:12;80:2</p> <p><b>conversation (6)</b><br/>114:16;133:2;<br/>139:2;165:8;187:18;<br/>257:21</p> <p><b>conversations (5)</b><br/>51:13;94:4;156:16;<br/>163:25;166:25</p> <p><b>conversion (7)</b><br/>139:22;173:22;<br/>176:21;181:15,19;<br/>228:12;229:15</p> <p><b>convicted (2)</b><br/>94:2;96:24</p> <p><b>convince (1)</b><br/>233:18</p> <p><b>Co-op (5)</b><br/>10:11;106:15;<br/>126:4;163:10;264:24</p> <p><b>Cooper (3)</b><br/>106:15;108:4;<br/>126:4</p> <p><b>COOPERATIVES (2)</b><br/>263:21,24</p> <p><b>coordinate (1)</b><br/>90:25</p> <p><b>copy (9)</b><br/>30:9;31:11;49:10;<br/>66:1;245:6,13;250:1,<br/>3;251:4</p> <p><b>core (7)</b><br/>109:8;130:25;<br/>131:5;155:9;189:9;<br/>190:13,19</p> <p><b>corporate (1)</b><br/>234:19</p> <p><b>corporation (7)</b></p> | <p>234:23;235:7,10,<br/>12,17,19,22</p> <p><b>corrected (3)</b><br/>103:4;251:21;<br/>264:8</p> <p><b>correction (1)</b><br/>32:16</p> <p><b>Corrections (1)</b><br/>95:21</p> <p><b>correlate (1)</b><br/>211:8</p> <p><b>cost (2)</b><br/>123:25;153:22</p> <p><b>costs (1)</b><br/>31:24</p> <p><b>Cottoms (29)</b><br/>149:17;150:9,14,<br/>14;151:2;157:14;<br/>158:8,20;159:3;<br/>160:24;162:5,11,17;<br/>163:3,17,24;164:4,8,<br/>12;165:19,20,23;<br/>166:4;167:2,6,13,23;<br/>171:4,21</p> <p><b>counsel (2)</b><br/>94:13;246:6</p> <p><b>counselor (3)</b><br/>115:12;199:20;<br/>210:14</p> <p><b>counting (1)</b><br/>228:5</p> <p><b>County (6)</b><br/>93:20;95:17;<br/>125:15;213:22;<br/>228:13,18</p> <p><b>couple (12)</b><br/>8:16;10:14;52:10;<br/>83:18;123:6;126:2;<br/>182:25;183:11;<br/>187:2;234:2;241:23;<br/>254:21</p> <p><b>course (19)</b><br/>8:11;19:2;27:25;<br/>30:12;116:8;123:22;<br/>124:2;138:20;<br/>150:19;151:10;<br/>152:5;156:13;163:4;<br/>164:4;174:22;178:6;<br/>180:8;185:7;220:25</p> <p><b>courses (15)</b><br/>31:14;80:7;88:19,<br/>20;89:21;90:14;91:3;<br/>179:14,14,15;180:13,<br/>15;181:7;193:1;<br/>194:14</p> <p><b>court (7)</b><br/>49:2;84:1;93:21;<br/>95:17;157:18;<br/>173:10;200:19</p> <p><b>courtesy (1)</b><br/>30:9</p> <p><b>COVENANT (22)</b><br/>231:19,22;232:2,4;</p> |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>233:9,12,19,25;<br/>236:13,20;238:15;<br/>239:14;240:24;<br/>241:10,21;242:11;<br/>250:17;254:15;<br/>255:14,16;257:12;<br/>261:4<br/><b>cover (2)</b><br/>130:20;132:14<br/><b>covered (1)</b><br/>251:11<br/><b>coveted (1)</b><br/>5:16<br/><b>Covey (1)</b><br/>120:21<br/><b>CR (2)</b><br/>180:14;192:12<br/><b>crack-head (1)</b><br/>53:3<br/><b>cracks (1)</b><br/>115:20<br/><b>Crawfordsville (1)</b><br/>51:2<br/><b>create (5)</b><br/>18:4;160:2;174:25;<br/>175:13;217:6<br/><b>created (1)</b><br/>16:6<br/><b>creates (1)</b><br/>178:13<br/><b>creating (1)</b><br/>108:19<br/><b>creative (1)</b><br/>139:14<br/><b>credentialed (2)</b><br/>153:16;156:10<br/><b>Credentials (2)</b><br/>115:7;180:6<br/><b>credit (11)</b><br/>177:25;180:15;<br/>191:9,20,20;192:12,<br/>13,22;193:2,2;212:10<br/><b>credit-for-credit (1)</b><br/>180:14<br/><b>credits (7)</b><br/>123:21;191:15,22,<br/>23;192:10,16,24<br/><b>crew (1)</b><br/>213:19<br/><b>crimes (1)</b><br/>95:5<br/><b>criminal (1)</b><br/>180:10<br/><b>criteria (4)</b><br/>75:10;110:22;<br/>216:18,19<br/><b>critical (2)</b><br/>73:22;178:17<br/><b>critically (2)</b><br/>243:8,12<br/><b>crops (1)</b><br/>112:16<br/><b>cross (4)</b></p> | <p>127:5;187:25;<br/>228:13,18<br/><b>crossing (1)</b><br/>128:3<br/><b>CRs (1)</b><br/>193:3<br/><b>CTE (2)</b><br/>126:23;127:1<br/><b>cultural (1)</b><br/>204:1<br/><b>Culture (6)</b><br/>201:1,13;202:18,<br/>21;206:15,16<br/><b>cumulative (1)</b><br/>104:3<br/><b>curious (5)</b><br/>70:16,23,24;81:3;<br/>221:6<br/><b>current (5)</b><br/>4:25;16:12;183:15;<br/>186:6;217:17<br/><b>currently (11)</b><br/>12:18;95:19;102:9;<br/>147:23;180:2,25;<br/>181:16;183:6;<br/>189:20;262:8,25<br/><b>curriculum (7)</b><br/>174:20,21;175:23;<br/>177:10;184:1;224:2,<br/>11<br/><b>CURRY (4)</b><br/>94:24;95:2,3;<br/>269:24<br/><b>curse (2)</b><br/>56:4,18<br/><b>cussed (1)</b><br/>63:10<br/><b>customize (1)</b><br/>175:12<br/><b>customized (1)</b><br/>174:24<br/><b>cycle (2)</b><br/>181:16;196:17<br/><b>Czankowski (12)</b><br/>173:15;183:17,22,<br/>23;188:12;191:18,22,<br/>25;192:2,5,20;194:15</p> | <p>18:3,4,7,18,19;21:7;<br/>23:2,14,21;110:11,<br/>23;122:5;140:7;<br/>175:13,15<br/><b>date (2)</b><br/>249:4,9<br/><b>dated (1)</b><br/>46:11<br/><b>Dates (3)</b><br/>152:11;248:17;<br/>249:11<br/><b>Davis (66)</b><br/>140:21,22,24,25;<br/>141:10;159:14,15,15;<br/>161:6,10;165:7,9,11,<br/>18;166:7,13,20;<br/>168:22,25;169:11;<br/>171:3,5,18,21;196:6,<br/>7,8,14,18,24;197:1;<br/>214:24;215:2,5,8;<br/>223:12,13,16,21;<br/>224:15,23,24;225:2;<br/>232:12,13,20;237:16,<br/>20,22;238:1,3,5;<br/>249:1;255:23;259:2,<br/>19;260:14,18,21;<br/>263:25;264:1,3,11,<br/>12,22,23<br/><b>Dawson (1)</b><br/>10:11<br/><b>day (48)</b><br/>37:21;42:14;46:12;<br/>62:14;71:9;77:18;<br/>114:17;116:1,15;<br/>117:23;134:9;<br/>136:18;139:9;<br/>144:25;148:23;<br/>158:23;178:21;<br/>179:20;207:15,20,21,<br/>24;208:3;212:23,24;<br/>218:20;222:14,16,16,<br/>18;223:23;224:9,10,<br/>10;228:15;243:11;<br/>244:2;247:4,14;<br/>256:25;257:1,4,10,<br/>13,14,17;261:3,6<br/><b>day-one (1)</b><br/>204:16<br/><b>days (27)</b><br/>31:22;100:23;<br/>101:2;106:6;116:8;<br/>146:2;149:15;<br/>172:11;199:16;<br/>208:23,23;236:5;<br/>249:4,13,13,19,20;<br/>255:24,25;256:2,5,6;<br/>259:17;260:15,17,18,<br/>261:20<br/><b>day-to-day (2)</b><br/>75:4;135:25<br/><b>de- (1)</b><br/>56:14<br/><b>deal (4)</b></p> | <p>31:7;34:6;218:20;<br/>234:25<br/><b>dealer (1)</b><br/>115:25<br/><b>dealing (3)</b><br/>77:9,20;160:15<br/><b>deals (2)</b><br/>34:5;70:20<br/><b>dealt (1)</b><br/>27:13<br/><b>DEAN (75)</b><br/>24:6,8;25:3,8;33:1;<br/>36:19,20,24;37:8;<br/>38:5;46:15;49:14;<br/>52:13;56:14;58:5;<br/>70:15,19;75:21;<br/>76:16;79:9,10,18;<br/>80:6,16,19;81:8;<br/>82:16;83:23;84:21,<br/>22;85:9,21,24;86:3,6,<br/>10,23,25;87:3,6,10,<br/>17,22;88:21;90:11,<br/>16;91:6;142:11,13;<br/>170:17,19;230:9,11;<br/>239:8,9,10;240:1,14,<br/>17,18,19;245:16,18;<br/>248:3,4;254:9,10,14,<br/>18,19,23;264:15,17;<br/>266:12,14<br/><b>dear (1)</b><br/>117:6<br/><b>Deb (1)</b><br/>26:4<br/><b>Debbie (2)</b><br/>48:16;106:14<br/><b>December (5)</b><br/>93:15;95:7;96:18;<br/>184:5;186:20<br/><b>decide (8)</b><br/>78:3,14;193:12;<br/>240:2,10,13;242:6;<br/>258:22<br/><b>decided (6)</b><br/>38:9;86:2;154:19;<br/>175:20;240:4;265:23<br/><b>deciding (2)</b><br/>74:2,4<br/><b>decision (53)</b><br/>31:5;42:9;43:14;<br/>44:1;46:11,24;47:2,<br/>7;62:1,20,22;63:23,<br/>24;66:24;68:9;75:5;<br/>85:16;86:18;174:1;<br/>193:13;228:11,18,25;<br/>229:14,18,24;230:1,<br/>16,21;231:2,3,17,22;<br/>232:5,6;233:11,15,<br/>16;234:16;236:25;<br/>239:4,7;240:13,20;<br/>241:17;242:5;243:5;<br/>245:25;247:1;<br/>251:21;261:9,14,24<br/><b>decision-making (1)</b></p> | <p>253:19<br/><b>decisions (3)</b><br/>32:10;74:10;189:3<br/><b>decline (1)</b><br/>30:12<br/><b>declined (1)</b><br/>34:3<br/><b>dedicated (1)</b><br/>49:6<br/><b>deep (1)</b><br/>246:23<br/><b>deeper (1)</b><br/>75:25<br/><b>deeply (2)</b><br/>22:18;76:2<br/><b>Deere (1)</b><br/>115:25<br/><b>de-escalate (3)</b><br/>56:12;59:21;60:9<br/><b>default (1)</b><br/>30:8<br/><b>define (1)</b><br/>83:21<br/><b>defined (1)</b><br/>128:17<br/><b>definitely (7)</b><br/>61:13;73:16;74:24;<br/>78:6;104:4;145:9;<br/>262:16<br/><b>definitive (1)</b><br/>245:24<br/><b>Degree (6)</b><br/>93:20;112:14;<br/>123:19;202:23;<br/>206:21,21<br/><b>delivered (1)</b><br/>97:3<br/><b>Delta (5)</b><br/>75:10;152:1;<br/>153:11;154:20;<br/>162:20<br/><b>demand (2)</b><br/>175:4;183:4<br/><b>demands (1)</b><br/>177:24<br/><b>demeanor (1)</b><br/>62:15<br/><b>demonstrate (3)</b><br/>156:7;175:9;178:8<br/><b>demonstrated (1)</b><br/>138:17<br/><b>Denan (1)</b><br/>52:22<br/><b>deny (7)</b><br/>43:21,24;44:7,11;<br/>45:3;169:13;197:16<br/><b>Department (32)</b><br/>11:2;17:8,10;<br/>19:13;20:21;26:19;<br/>27:2;28:11;33:21;<br/>34:2;65:19,23;67:14;<br/>68:3,11;72:16;73:9;<br/>95:21;105:18;</p> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>D</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <p><b>dad (1)</b><br/>109:4<br/><b>daily (3)</b><br/>74:3;175:6,15<br/><b>Dana (3)</b><br/>173:14;176:10,16<br/><b>danger (1)</b><br/>132:6<br/><b>Darren (1)</b><br/>52:13<br/><b>data (22)</b><br/>6:11,25;10:19;<br/>12:13;13:21,25;14:1;</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 122:19;132:1;<br>155:19;159:16;<br>176:4;192:3;201:10;<br>205:10,17;236:8;<br>257:21;260:24;264:4<br><b>Department's (1)</b><br>236:3<br><b>depending (6)</b><br>42:20;167:14;<br>215:2;221:17;240:1,<br>10<br><b>deployment (1)</b><br>101:21<br><b>depressing (1)</b><br>110:24<br><b>deputy (2)</b><br>199:24;208:11<br><b>describe (1)</b><br>50:23<br><b>described (2)</b><br>57:18;227:5<br><b>describing (2)</b><br>128:22;129:3<br><b>description (2)</b><br>70:14;134:7<br><b>deserve (1)</b><br>151:25<br><b>deserving (1)</b><br>151:20<br><b>designed (1)</b><br>146:21<br><b>desire (5)</b><br>111:3;140:11;<br>168:3;196:2;223:10<br><b>desk (2)</b><br>52:21;53:18<br><b>Despite (1)</b><br>47:6<br><b>detail (1)</b><br>38:13<br><b>detailed (1)</b><br>220:3<br><b>details (2)</b><br>221:23,25<br><b>deter (1)</b><br>40:12<br><b>determination (3)</b><br>35:14,18;57:25<br><b>determine (5)</b><br>46:10;54:13,14;<br>119:3;255:24<br><b>determined (1)</b><br>58:13<br><b>determines (2)</b><br>42:21;235:20<br><b>deterrents (1)</b><br>32:16<br><b>detrimental (2)</b><br>131:18,20<br><b>develop (5)</b><br>108:22;119:8;<br>131:3;163:18;203:13<br><b>developed (2)</b> | 130:7;174:20<br><b>development (11)</b><br>9:18;17:2,16;<br>18:24;108:13;<br>172:18;173:17;<br>181:22;182:1;<br>201:18;234:22<br><b>developmental (1)</b><br>20:17<br><b>device (1)</b><br>66:15<br><b>devices (1)</b><br>66:5<br><b>devotion (1)</b><br>48:25<br><b>DIBELS (2)</b><br>15:25;16:10<br><b>diesel (1)</b><br>115:10<br><b>diesels (1)</b><br>116:4<br><b>difference (8)</b><br>32:4;36:10;37:9;<br>51:14;116:23;<br>131:15;161:20;189:3<br><b>differences (2)</b><br>20:17;32:8<br><b>different (30)</b><br>19:19,19;21:24;<br>38:14;59:13;62:22;<br>70:23,23;77:8;<br>102:12;136:4;147:7;<br>155:16;159:9;<br>176:23;177:4;<br>182:17,24;187:19;<br>204:10,14;205:12;<br>206:8;212:22;<br>216:12;218:7;<br>247:21,23;250:4;<br>265:4<br><b>differentiated (1)</b><br>174:18<br><b>differs (1)</b><br>31:25<br><b>difficult (4)</b><br>49:2;115:21;<br>161:17;184:16<br><b>difficulty (1)</b><br>162:21<br><b>digest (1)</b><br>6:16<br><b>diligence (1)</b><br>129:21<br><b>diploma (1)</b><br>123:18<br><b>diplomatic (1)</b><br>121:20<br><b>directed (2)</b><br>30:11;52:19<br><b>direction (2)</b><br>83:7;241:14<br><b>directly (3)</b><br>29:25;83:25; | 155:17<br><b>director (19)</b><br>4:18;106:15;<br>112:17;126:3;<br>172:15,17;173:14,16;<br>176:17;181:22,25;<br>199:22;203:6;<br>231:25;235:13;<br>238:8,9,11;239:2<br><b>directors (8)</b><br>169:5;171:12;<br>234:22;235:20;<br>250:6,7;260:1,2<br><b>disadvantaged (1)</b><br>233:23<br><b>disagree (1)</b><br>77:14<br><b>disagreement (1)</b><br>37:24<br><b>disciplinary (3)</b><br>55:13;70:22;75:24<br><b>discipline (9)</b><br>48:22;50:10;70:20;<br>73:18;76:3,4,13;<br>83:13,14<br><b>disconnect (1)</b><br>20:3<br><b>discovered (1)</b><br>167:16<br><b>discrepancy (2)</b><br>231:24;249:15<br><b>discretion (11)</b><br>9:2;61:16;64:11;<br>66:20;67:3;73:12;<br>78:3;79:2;141:20,23,<br>25<br><b>discussed (7)</b><br>47:9,10;113:24;<br>133:7;156:23,24;<br>248:25<br><b>discussing (1)</b><br>194:5<br><b>discussion (12)</b><br>70:11;73:13;80:18,<br>19;82:24;84:19;<br>85:20;86:14;87:24;<br>227:1,21;236:11<br><b>dismiss (2)</b><br>71:23;162:6<br><b>disposition (2)</b><br>30:6;215:5<br><b>disproportionate (1)</b><br>81:6<br><b>dispute (1)</b><br>63:6<br><b>disregard (1)</b><br>79:23<br><b>dissecting (1)</b><br>207:22<br><b>dissent (1)</b><br>198:3<br><b>dissenting (3)</b><br>170:10,25;248:13 | <b>disservice (1)</b><br>241:2<br><b>distinct (1)</b><br>244:25<br><b>distress (6)</b><br>73:18;241:12;<br>247:5,15,16,19<br><b>distressed (3)</b><br>112:3;234:3,12<br><b>DISTRICT (116)</b><br>4:5;9:23;12:22;<br>14:12,24;24:14,16;<br>40:7,24;41:1;48:2,<br>21;50:2,6;51:1,2,3,4,<br>7;54:6,10;55:12;<br>57:2,2,10;59:12;<br>70:1;74:4;76:14;<br>95:5;101:20;102:5,<br>13,15;103:8;104:1;<br>105:9,10,24;106:3,4,<br>25;107:18;108:7,15;<br>109:17;110:2;<br>111:13;112:14;<br>113:25;120:10;<br>126:3;131:23;<br>145:17,18,20,24;<br>148:11;149:1,2,5,10,<br>11;150:15;151:6,9,<br>16;152:19;153:22,<br>23;154:13,20;155:12,<br>22;156:23;158:21;<br>159:18,20;160:2,3,<br>15;161:19;164:2;<br>168:24;171:8,15,25;<br>172:1,4,7;173:7;<br>174:12;176:7;<br>177:11,20;178:18;<br>179:2,11,16;180:1,3;<br>199:3,4,5,9,13,22,24;<br>200:16;206:25;<br>212:7;216:23;217:2;<br>224:19;228:12;<br>229:15<br><b>districts (17)</b><br>10:21;15:24;51:19;<br>100:21;101:1,10,15,<br>19;123:2;125:18;<br>138:9;159:10;<br>191:11;212:22;<br>213:3;217:12;244:15<br><b>district's (5)</b><br>152:7;154:22,23;<br>173:19,22<br><b>diverse (4)</b><br>47:15;204:2;<br>209:19;238:20<br><b>divide (2)</b><br>107:19;193:21<br><b>divided (1)</b><br>11:9<br><b>dividends (1)</b><br>174:4<br><b>Division (3)</b> | 4:18;9:20;146:25<br><b>doable (1)</b><br>21:3<br><b>doctor (1)</b><br>124:2<br><b>document (1)</b><br>237:6<br><b>documentation (1)</b><br>55:12<br><b>documented (1)</b><br>184:22<br><b>documents (2)</b><br>27:4;55:5<br><b>dollar (1)</b><br>7:9<br><b>dollars (3)</b><br>8:19;14:19,25<br><b>Dolly (2)</b><br>11:3,4<br><b>Donaldson (54)</b><br>30:8,14,19,20;<br>33:19;34:5;35:24;<br>36:3;37:2,6,14,17;<br>38:7;39:6,17;40:17,<br>21;41:5,7,11,14,16;<br>45:14,21,22,25;46:3,<br>5;53:22,23;54:2,17;<br>57:13;60:23;61:1,3,4,<br>7,10,22,23,24;62:8;<br>63:13;71:6,7,13;<br>72:23;81:13,14,18;<br>82:17;89:17;90:24<br><b>done (22)</b><br>5:12,13;10:15;<br>15:16;26:18;66:5;<br>79:24;84:7;118:16,<br>23;135:8,9,16,16;<br>139:16;141:22;<br>163:10,14;207:23;<br>216:13;235:18;<br>249:21<br><b>door (1)</b><br>190:10<br><b>doors (3)</b><br>120:7;153:12,13<br><b>dot (1)</b><br>6:10<br><b>double-check (2)</b><br>107:3;238:4<br><b>doubt (2)</b><br>82:8;247:9<br><b>down (15)</b><br>17:14;42:20;52:19;<br>56:5;59:18;70:3;<br>98:19;122:24;<br>125:22;147:22;<br>153:12,13;211:17;<br>242:18;256:13<br><b>down-payment (1)</b><br>125:24<br><b>Dr (252)</b><br>13:15,16;18:3;<br>24:15,18;25:15,19, |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 20,21;33:7;36:7,8,15,<br>17;38:18,19,25;<br>39:25;40:4,4,16,18;<br>41:3,6,10,13,15;<br>44:15,16,21;51:9,11,<br>17,24;61:18,20,21;<br>64:14;70:13,14,21;<br>71:3,4,12,14,16;<br>73:13,14,15,17;<br>74:23;75:1,19,20,23;<br>76:11,12,15,18,19,20,<br>21,23,25;77:1,12,13,<br>16;78:14;79:5,10,19,<br>19;80:23;82:22;<br>83:24;84:3,15;85:6,<br>8;86:22;87:25;88:1,<br>5,8,12,22;89:17;<br>90:19;91:7,18,21;<br>98:6,14,17;99:7,16,<br>18;100:5,12,15,<br>101:3;104:3,8,12,14,<br>18;126:15,16,25;<br>128:1,4;129:6,10,13,<br>19,24;130:6;131:9,<br>11;132:23;133:2,9;<br>137:22;142:1;143:4,<br>5,12,14;146:5;<br>149:17;157:14,21,22;<br>158:17,21;159:5;<br>163:12;165:19;<br>168:7,11;170:8,10,<br>23;171:1,21;172:14,<br>15;173:11,11,14;<br>176:10,11,16,16;<br>188:18;189:8,10,19;<br>193:6,8,22;194:2,9,<br>10,16,23;195:1,3,5;<br>196:13,16,23;197:4,<br>8,18,20;198:18,21;<br>199:23;205:17;<br>208:11;212:4;<br>213:19;214:10,11,21;<br>215:1,4,7,9,13,24;<br>216:6,8;227:1,2,5,7,<br>9,19;230:5,10;231:8,<br>13;234:20;235:2,23;<br>236:11,12;241:19,20;<br>242:9;244:7,8,9;<br>245:16,19;246:3,4,<br>12,19;248:11,13;<br>252:1,2,18;253:1,12,<br>22;254:1,22,24,25;<br>255:4;256:20;<br>258:19,20;259:4;<br>262:2,3,12,19;<br>264:14,16;265:7,15,<br>21,23;266:5,19,20 | <b>driven (1)</b><br>108:4<br><b>Drucker (1)</b><br>177:1<br><b>Drug (1)</b><br>96:20<br><b>due (9)</b><br>37:15;79:1;129:21;<br>147:12;155:4;<br>178:21;207:12;<br>261:19;264:7<br><b>due-process (1)</b><br>39:5<br><b>dug (1)</b><br>22:17<br><b>duly (1)</b><br>87:21<br><b>during (22)</b><br>6:10;8:11;37:4;<br>39:3;42:16;45:19;<br>47:1;52:24,25;56:17,<br>19;57:16;68:10;<br>69:11;93:1,9;134:9;<br>138:9;153:2;175:21;<br>182:13;223:25<br><b>duties (8)</b><br>33:1;39:20;40:14;<br>49:17;70:15;134:8,<br>17;135:14<br><b>DWAYNE (3)</b><br>94:24;95:2;269:24 | <b>Ed's (1)</b><br>17:9<br><b>educate (1)</b><br>179:22<br><b>Education (29)</b><br>4:19;5:5;7:24;<br>30:5;65:23;69:8;<br>85:11;105:25;<br>109:12;116:19,24;<br>119:11,12,13;122:11;<br>154:4;162:23;<br>173:21;176:4;192:5;<br>201:9,10;202:16;<br>203:18;261:21;<br>262:24;263:2,21,24<br><b>educational (8)</b><br>119:17;122:14;<br>154:17;176:24;<br>177:21;181:5;<br>233:21;242:2<br><b>Educator (48)</b><br>30:9,25;31:9;<br>32:13;40:25;45:12;<br>46:14,20;47:4;52:5,<br>16,21;55:2,9,11,13,<br>20;56:4,10,12,13,16,<br>17,19,25;57:15,18,<br>23;58:4,9,14,16,17,<br>21;59:4,5,7,14,20,23;<br>60:5,12;88:18;93:12;<br>97:23;98:3;99:1,24<br><b>educators (1)</b><br>51:13<br><b>EDUCATOR'S (5)</b><br>29:16,20;56:20,22;<br>57:7<br><b>Effective (11)</b><br>31:16;83:19;<br>120:21;128:8,10,16;<br>130:19;141:3;<br>178:25;203:10;232:3<br><b>effectively (5)</b><br>39:16;54:8,9;<br>123:3;178:12<br><b>effectiveness (6)</b><br>23:9;97:23;98:3;<br>99:1,24;128:18<br><b>efficient (1)</b><br>145:15<br><b>effort (5)</b><br>9:17;10:23;19:6;<br>183:18;261:24<br><b>efforts (3)</b><br>5:15;10:4;176:23<br><b>egregious (2)</b><br>52:6;59:15<br><b>eight (6)</b><br>10:20;18:25;<br>112:24;260:14,16,18<br><b>either (17)</b><br>21:24;23:16;42:7;<br>43:24;45:18;68:13;<br>117:10;141:19; | 166:16,18;185:6;<br>210:16;218:24,25;<br>237:10;247:16;<br>250:17<br><b>Elaine (2)</b><br>52:22;149:5<br><b>elbowed (1)</b><br>52:14<br><b>elect (1)</b><br>171:11<br><b>elected (3)</b><br>121:22;164:19;<br>238:7<br><b>election (1)</b><br>266:20<br><b>elective (3)</b><br>179:14,14;180:8<br><b>electrician (1)</b><br>112:9<br><b>electricity (1)</b><br>112:11<br><b>electronically (1)</b><br>260:11<br><b>element (1)</b><br>82:19<br><b>elementary (17)</b><br>103:1,2;106:11;<br>109:15,16;112:21;<br>116:16;117:11;<br>120:22,23;127:16;<br>133:13,23;149:19;<br>150:18;151:11;202:2<br><b>elevating (1)</b><br>216:15<br><b>eligible (2)</b><br>122:21;215:8<br><b>eliminate (1)</b><br>155:4<br><b>else (9)</b><br>11:8;19:15;62:4;<br>63:25;90:7;134:18;<br>187:4;196:24;253:2<br><b>email (1)</b><br>255:10<br><b>embarking (1)</b><br>205:19<br><b>embarrassment (2)</b><br>53:5,7<br><b>embraces (1)</b><br>79:25<br><b>emphasizes (1)</b><br>227:3<br><b>employ (7)</b><br>54:6;153:9,15,24;<br>155:12,17;164:9<br><b>employed (2)</b><br>123:13;180:9<br><b>employee (3)</b><br>40:10;50:17,21<br><b>employment (5)</b><br>34:6;49:10;115:24;<br>155:14,16<br><b>empower (1)</b> | 175:2<br><b>empowering (1)</b><br>243:11<br><b>enabled (2)</b><br>174:1;216:4<br><b>encourage (10)</b><br>4:25;9:16;19:13;<br>20:5,20;49:1;68:23;<br>84:5;140:4;163:8<br><b>encouraged (3)</b><br>56:1,6;60:7<br><b>encouraging (1)</b><br>164:8<br><b>end (17)</b><br>8:15;15:11;19:25;<br>20:16;54:8;103:21;<br>113:15;115:9;<br>153:25;154:1;<br>162:10;185:17;<br>213:13,16;224:10;<br>233:12;259:3<br><b>endeavor (2)</b><br>206:3;210:5<br><b>endeavors (1)</b><br>108:6<br><b>ending (2)</b><br>152:11;157:15<br><b>endorsement (1)</b><br>40:9<br><b>ends (2)</b><br>152:16,17<br><b>engaged (2)</b><br>118:10,11<br><b>engagement (5)</b><br>10:12;21:23;118:6,<br>8,9<br><b>engages (1)</b><br>175:7<br><b>engaging (1)</b><br>109:13<br><b>English (10)</b><br>122:10;130:17,18;<br>138:24;156:15;<br>190:16,17;202:11;<br>221:16;233:23<br><b>enhance (3)</b><br>50:10;118:6;<br>178:19<br><b>ENHANCEMENT (4)</b><br>4:8;25:14,17,17<br><b>enhancements (1)</b><br>11:14<br><b>enjoy (1)</b><br>158:16<br><b>enjoyment (1)</b><br>158:18<br><b>enlighten (1)</b><br>165:5<br><b>enlightening (1)</b><br>183:9<br><b>enough (4)</b><br>51:18;203:15;<br>212:3,21 |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <b>E</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>dramatically (1)</b><br>158:1<br><b>dreamed (1)</b><br>132:20<br><b>drive (2)</b><br>21:12;242:10                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <b>earlier (9)</b><br>47:2;51:10;156:8;<br>158:7;162:6,7,9,16;<br>211:18<br><b>earliest (1)</b><br>256:23<br><b>Early (13)</b><br>4:18;5:4,9,20;7:18,<br>23;10:5;17:15,16;<br>18:10;111:15;<br>157:15;193:18<br><b>ease (1)</b><br>124:22<br><b>easier (2)</b><br>127:15;258:8<br><b>easiest (1)</b><br>51:21<br><b>easy (1)</b><br>237:5<br><b>economically (1)</b><br>233:23<br><b>Ed (8)</b><br>11:2;67:15;122:12;<br>205:10;209:23;<br>210:3;213:6;263:3<br><b>Edification (1)</b><br>171:17<br><b>Edition (1)</b><br>31:17                                          | <b>Ed's (1)</b><br>17:9<br><b>educate (1)</b><br>179:22<br><b>Education (29)</b><br>4:19;5:5;7:24;<br>30:5;65:23;69:8;<br>85:11;105:25;<br>109:12;116:19,24;<br>119:11,12,13;122:11;<br>154:4;162:23;<br>173:21;176:4;192:5;<br>201:9,10;202:16;<br>203:18;261:21;<br>262:24;263:2,21,24<br><b>educational (8)</b><br>119:17;122:14;<br>154:17;176:24;<br>177:21;181:5;<br>233:21;242:2<br><b>Educator (48)</b><br>30:9,25;31:9;<br>32:13;40:25;45:12;<br>46:14,20;47:4;52:5,<br>16,21;55:2,9,11,13,<br>20;56:4,10,12,13,16,<br>17,19,25;57:15,18,<br>23;58:4,9,14,16,17,<br>21;59:4,5,7,14,20,23;<br>60:5,12;88:18;93:12;<br>97:23;98:3;99:1,24<br><b>educators (1)</b><br>51:13<br><b>EDUCATOR'S (5)</b><br>29:16,20;56:20,22;<br>57:7<br><b>Effective (11)</b><br>31:16;83:19;<br>120:21;128:8,10,16;<br>130:19;141:3;<br>178:25;203:10;232:3<br><b>effectively (5)</b><br>39:16;54:8,9;<br>123:3;178:12<br><b>effectiveness (6)</b><br>23:9;97:23;98:3;<br>99:1,24;128:18<br><b>efficient (1)</b><br>145:15<br><b>effort (5)</b><br>9:17;10:23;19:6;<br>183:18;261:24<br><b>efforts (3)</b><br>5:15;10:4;176:23<br><b>egregious (2)</b><br>52:6;59:15<br><b>eight (6)</b><br>10:20;18:25;<br>112:24;260:14,16,18<br><b>either (17)</b><br>21:24;23:16;42:7;<br>43:24;45:18;68:13;<br>117:10;141:19; | 166:16,18;185:6;<br>210:16;218:24,25;<br>237:10;247:16;<br>250:17<br><b>Elaine (2)</b><br>52:22;149:5<br><b>elbowed (1)</b><br>52:14<br><b>elect (1)</b><br>171:11<br><b>elected (3)</b><br>121:22;164:19;<br>238:7<br><b>election (1)</b><br>266:20<br><b>elective (3)</b><br>179:14,14;180:8<br><b>electrician (1)</b><br>112:9<br><b>electricity (1)</b><br>112:11<br><b>electronically (1)</b><br>260:11<br><b>element (1)</b><br>82:19<br><b>elementary (17)</b><br>103:1,2;106:11;<br>109:15,16;112:21;<br>116:16;117:11;<br>120:22,23;127:16;<br>133:13,23;149:19;<br>150:18;151:11;202:2<br><b>elevating (1)</b><br>216:15<br><b>eligible (2)</b><br>122:21;215:8<br><b>eliminate (1)</b><br>155:4<br><b>else (9)</b><br>11:8;19:15;62:4;<br>63:25;90:7;134:18;<br>187:4;196:24;253:2<br><b>email (1)</b><br>255:10<br><b>embarking (1)</b><br>205:19<br><b>embarrassment (2)</b><br>53:5,7<br><b>embraces (1)</b><br>79:25<br><b>emphasizes (1)</b><br>227:3<br><b>employ (7)</b><br>54:6;153:9,15,24;<br>155:12,17;164:9<br><b>employed (2)</b><br>123:13;180:9<br><b>employee (3)</b><br>40:10;50:17,21<br><b>employment (5)</b><br>34:6;49:10;115:24;<br>155:14,16<br><b>empower (1)</b> | 175:2<br><b>empowering (1)</b><br>243:11<br><b>enabled (2)</b><br>174:1;216:4<br><b>encourage (10)</b><br>4:25;9:16;19:13;<br>20:5,20;49:1;68:23;<br>84:5;140:4;163:8<br><b>encouraged (3)</b><br>56:1,6;60:7<br><b>encouraging (1)</b><br>164:8<br><b>end (17)</b><br>8:15;15:11;19:25;<br>20:16;54:8;103:21;<br>113:15;115:9;<br>153:25;154:1;<br>162:10;185:17;<br>213:13,16;224:10;<br>233:12;259:3<br><b>endeavor (2)</b><br>206:3;210:5<br><b>endeavors (1)</b><br>108:6<br><b>ending (2)</b><br>152:11;157:15<br><b>endorsement (1)</b><br>40:9<br><b>ends (2)</b><br>152:16,17<br><b>engaged (2)</b><br>118:10,11<br><b>engagement (5)</b><br>10:12;21:23;118:6,<br>8,9<br><b>engages (1)</b><br>175:7<br><b>engaging (1)</b><br>109:13<br><b>English (10)</b><br>122:10;130:17,18;<br>138:24;156:15;<br>190:16,17;202:11;<br>221:16;233:23<br><b>enhance (3)</b><br>50:10;118:6;<br>178:19<br><b>ENHANCEMENT (4)</b><br>4:8;25:14,17,17<br><b>enhancements (1)</b><br>11:14<br><b>enjoy (1)</b><br>158:16<br><b>enjoyment (1)</b><br>158:18<br><b>enlighten (1)</b><br>165:5<br><b>enlightening (1)</b><br>183:9<br><b>enough (4)</b><br>51:18;203:15;<br>212:3,21 |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>enroll (1)</b><br/>182:10</p> <p><b>enrolled (2)</b><br/>102:10;182:11</p> <p><b>enrollment (7)</b><br/>8:12;11:10;13:2;<br/>183:10,10;250:13,14</p> <p><b>entered (2)</b><br/>93:19;95:16</p> <p><b>entering (1)</b><br/>190:16</p> <p><b>entertain (30)</b><br/>12:1,2;23:25;25:2,<br/>14;28:24;43:17;<br/>69:16,18;71:18;<br/>84:20;97:10;104:21;<br/>142:3,6;147:24;<br/>167:9;168:5,17;<br/>196:4;197:2,15;<br/>198:6,17;229:5;<br/>231:7;248:1;263:9;<br/>264:13;266:2</p> <p><b>entertainment (1)</b><br/>11:17</p> <p><b>entire (5)</b><br/>55:7;104:8;160:16;<br/>246:10;256:20</p> <p><b>entirely (1)</b><br/>190:4</p> <p><b>entitled (1)</b><br/>37:14</p> <p><b>entrenched (1)</b><br/>204:3</p> <p><b>enumerated (3)</b><br/>38:11;94:1;96:21</p> <p><b>environment (10)</b><br/>108:21;109:11;<br/>111:12;174:1;177:8,<br/>24;179:1,8;181:5,7</p> <p><b>environmental (3)</b><br/>15:15;18:6;23:6</p> <p><b>envision (1)</b><br/>205:6</p> <p><b>equal (1)</b><br/>144:15</p> <p><b>equally (2)</b><br/>174:8;187:20</p> <p><b>equipped (1)</b><br/>55:2</p> <p><b>erroneously (1)</b><br/>235:4</p> <p><b>error (2)</b><br/>80:11;102:13</p> <p><b>escalated (1)</b><br/>59:9</p> <p><b>escalating (1)</b><br/>56:15</p> <p><b>especially (12)</b><br/>21:10;68:21;76:3,<br/>12;79:16;81:8;82:15;<br/>115:18;141:1;<br/>195:14;204:2;209:19</p> <p><b>ESSA (6)</b></p> | <p>110:21;128:17;<br/>217:7;253:5,13,16</p> <p><b>essays (4)</b><br/>193:16;222:18,21;<br/>223:5</p> <p><b>essentially (2)</b><br/>32:17;54:5</p> <p><b>establish (1)</b><br/>128:8</p> <p><b>established (1)</b><br/>245:14</p> <p><b>estate (1)</b><br/>235:16</p> <p><b>eStem (1)</b><br/>214:13</p> <p><b>ethical (1)</b><br/>30:6</p> <p><b>Ethics (19)</b><br/>34:6,25;35:13;<br/>55:20;56:2;57:6,11,<br/>22,24;58:24;60:6,11;<br/>64:2;72:5,18;89:8;<br/>91:15;93:16;95:14</p> <p><b>evaluate (2)</b><br/>23:1;246:10</p> <p><b>evaluated (1)</b><br/>243:23</p> <p><b>evaluating (1)</b><br/>243:18</p> <p><b>evaluation (1)</b><br/>74:21</p> <p><b>EVELYN (2)</b><br/>99:3,6</p> <p><b>even (25)</b><br/>7:7;21:20;23:13,<br/>19;47:11;63:4;75:9;<br/>102:21;124:4;128:8;<br/>129:19;147:7,21;<br/>178:1;185:25;186:1;<br/>193:3;196:10;215:2;<br/>216:21;222:14;<br/>224:7;235:23;247:3;<br/>253:16</p> <p><b>evening (3)</b><br/>238:13;264:2,2</p> <p><b>event (2)</b><br/>33:10;47:13</p> <p><b>events (1)</b><br/>81:5</p> <p><b>eventually (4)</b><br/>28:10;126:1;<br/>175:23;209:24</p> <p><b>everybody (13)</b><br/>13:22;17:19;20:19;<br/>22:10;30:23;115:14,<br/>20;144:13;161:24;<br/>195:18;223:1;<br/>227:17;240:12</p> <p><b>everyday (1)</b><br/>84:16</p> <p><b>everyone (15)</b><br/>26:18;43:13;69:6;<br/>91:4;108:22;109:8,9,</p> | <p>12;123:4;128:12;<br/>138:16;139:18;<br/>195:13;260:9;261:3</p> <p><b>Everyone's (1)</b><br/>140:21</p> <p><b>evidence (17)</b><br/>34:23;35:3,16;<br/>46:10;58:20;59:1;<br/>60:1,14;62:3,20,23,<br/>24;67:25;69:14;<br/>234:15;236:12,24</p> <p><b>evidentiary (24)</b><br/>31:4;32:1;33:6;<br/>34:24;35:2,16;40:22;<br/>45:5,9;46:8;49:20;<br/>53:20;57:16,17,22;<br/>58:24;60:11;61:25;<br/>62:23;69:14;72:6,19;<br/>89:8;91:15</p> <p><b>exacerbated (1)</b><br/>58:15</p> <p><b>exact (1)</b><br/>86:1</p> <p><b>exactly (13)</b><br/>14:16;39:1;41:17;<br/>74:21;82:22;114:10;<br/>127:12;141:14;<br/>162:4;187:18;<br/>202:14;242:10;251:6</p> <p><b>exam (1)</b><br/>6:23</p> <p><b>example (11)</b><br/>112:22;114:7;<br/>123:9;125:17;127:3;<br/>133:16;184:19;<br/>190:21;195:17;<br/>222:7,8</p> <p><b>examples (3)</b><br/>113:7;127:7;<br/>132:23</p> <p><b>exams (1)</b><br/>181:4</p> <p><b>exceed (2)</b><br/>113:21;179:18</p> <p><b>exceeding (1)</b><br/>179:5</p> <p><b>Excellence (2)</b><br/>211:10;243:13</p> <p><b>excellent (6)</b><br/>201:2,13;212:16,<br/>17;234:10;243:22</p> <p><b>except (2)</b><br/>134:3;169:3</p> <p><b>exceptional (2)</b><br/>179:13;187:25</p> <p><b>exchange (3)</b><br/>82:20;251:19,24</p> <p><b>excited (29)</b><br/>10:24;120:25,25;<br/>121:1,2;140:8;174:4,<br/>9;176:22;200:25;<br/>201:21,23;203:7;<br/>204:9;205:6,9;206:3;</p> | <p>208:14,18;210:5;<br/>212:5,18,19;217:22;<br/>218:3,5;221:21,22;<br/>242:22</p> <p><b>exciting (4)</b><br/>202:15;212:25;<br/>216:8;218:10</p> <p><b>excuse (6)</b><br/>25:16;49:21;69:22;<br/>73:25;175:7;254:4</p> <p><b>executive (3)</b><br/>68:2;169:8;199:22</p> <p><b>exemplary (1)</b><br/>50:16</p> <p><b>exhaustive (1)</b><br/>251:10</p> <p><b>EXHIBIT (4)</b><br/>267:25;268:25;<br/>269:25;270:25</p> <p><b>exhibited (1)</b><br/>52:2</p> <p><b>exhibits (1)</b><br/>49:12</p> <p><b>existing (2)</b><br/>15:4;147:2</p> <p><b>exists (1)</b><br/>108:21</p> <p><b>exit (1)</b><br/>182:14</p> <p><b>expand (1)</b><br/>14:21</p> <p><b>expanding (1)</b><br/>8:18</p> <p><b>expect (7)</b><br/>37:4;129:8;156:15;<br/>253:6;258:23,25;<br/>259:6</p> <p><b>expectation (3)</b><br/>23:18;136:7,19</p> <p><b>expectations (5)</b><br/>22:1;108:24;<br/>109:11;190:21;243:2</p> <p><b>expected (2)</b><br/>159:1;184:14</p> <p><b>expelled (1)</b><br/>57:9</p> <p><b>experience (21)</b><br/>15:14;80:9;119:17,<br/>19;120:3;130:15;<br/>131:18,20;152:19,20;<br/>182:17,23;183:17;<br/>191:4;193:9;202:23;<br/>203:25;204:19;<br/>213:18;242:2;243:23</p> <p><b>experienced (2)</b><br/>17:13;203:2</p> <p><b>experiences (4)</b><br/>108:23;152:13;<br/>180:21;242:5</p> <p><b>experiment (1)</b><br/>222:13</p> <p><b>expert (3)</b><br/>117:16,16;174:17</p> | <p><b>expertise (2)</b><br/>112:8;217:19</p> <p><b>expire (4)</b><br/>146:3;149:15;<br/>172:11;199:17</p> <p><b>expires (1)</b><br/>106:7</p> <p><b>explain (4)</b><br/>40:20;127:15;<br/>190:12;193:24</p> <p><b>exploratory (1)</b><br/>179:13</p> <p><b>exposed (1)</b><br/>9:19</p> <p><b>express (2)</b><br/>85:12;261:5</p> <p><b>expressed (4)</b><br/>82:9;92:12;167:3,4</p> <p><b>extend (3)</b><br/>11:12;152:21;<br/>217:16</p> <p><b>extending (2)</b><br/>201:1,15</p> <p><b>extent (2)</b><br/>118:16;180:3</p> <p><b>extenuating (1)</b><br/>185:2</p> <p><b>extra (9)</b><br/>132:3;149:8;155:7;<br/>179:22;224:9,9;<br/>238:16,16,16</p> <p><b>extracurricular (1)</b><br/>155:7</p> |
| <b>F</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <p><b>face (2)</b><br/>52:23;64:6</p> <p><b>Facebook (1)</b><br/>174:15</p> <p><b>faced (1)</b><br/>108:9</p> <p><b>face-to-face (2)</b><br/>83:6;218:19</p> <p><b>facilitate (2)</b><br/>175:11;255:21</p> <p><b>facilitator (1)</b><br/>106:12</p> <p><b>Facilities (6)</b><br/>147:1,4;247:15,15,<br/>20,22</p> <p><b>facility (3)</b><br/>146:23;147:15;<br/>247:22</p> <p><b>facing (1)</b><br/>214:16</p> <p><b>fact (21)</b><br/>20:22;46:25;48:6;<br/>70:5;74:1,11,18;<br/>75:23;77:21;79:14,<br/>25;83:9;147:12;<br/>153:22;158:14;<br/>167:12;187:22;</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 210:16;234:6;241:9;<br>245:15<br><b>factor (1)</b><br>243:12<br><b>factors (2)</b><br>244:10;245:1<br><b>facts (6)</b><br>33:15;36:10;46:10,<br>13;62:8,10<br><b>factual (1)</b><br>47:6<br><b>factually (1)</b><br>62:18<br><b>faculty (3)</b><br>156:8,17,18<br><b>failed (2)</b><br>146:19;186:4<br><b>failing (1)</b><br>237:22<br><b>fair (4)</b><br>21:2;22:16;33:11;<br>241:7<br><b>fairly (1)</b><br>17:9<br><b>fairness (1)</b><br>144:20<br><b>fall (6)</b><br>70:7;77:7;120:24;<br>128:21;183:8;223:17<br><b>falling (1)</b><br>115:20<br><b>falls (2)</b><br>119:25;217:5<br><b>families (10)</b><br>7:22,23;20:11;<br>21:25;22:3,6,9;<br>238:25;257:10;261:4<br><b>Family (10)</b><br>9:20;10:12;19:19;<br>21:23;124:5,9,16;<br>125:25;185:3;257:7<br><b>Fantastic (3)</b><br>140:16;225:15;<br>249:7<br><b>far (15)</b><br>34:9;38:11,12;<br>71:20,22;122:3;<br>124:21;135:5,23;<br>207:1;211:7;214:22;<br>250:11,18;255:1<br><b>FARMINGTON (4)</b><br>229:16,16,19,21<br><b>farther (1)</b><br>152:22<br><b>father (1)</b><br>55:10<br><b>fathers (1)</b><br>74:16<br><b>favor (40)</b><br>24:9,21;25:9,22;<br>29:4;44:22,25;91:8,<br>23;94:19;96:8;97:16;<br>98:21;99:19;100:17; | 105:4;135:19;<br>142:14;143:1,15;<br>144:2;148:15;<br>168:13;169:18;<br>170:5,20;197:10,21;<br>198:12,23;226:4,15;<br>227:23;229:10;<br>230:12;231:10;<br>248:8;263:14;<br>264:18;266:15<br><b>fear (1)</b><br>137:21<br><b>February (5)</b><br>31:4;46:8,12;<br>49:19;93:24<br><b>fed (1)</b><br>243:1<br><b>federal (5)</b><br>7:20;8:19;14:19;<br>16:20;21:8<br><b>feedback (3)</b><br>183:14,18;194:22<br><b>feel (19)</b><br>9:10;33:23;77:5;<br>118:16,17;120:8;<br>131:2,6;154:10,16;<br>156:3;187:1,4;<br>209:18;225:4;243:1,<br>11;244:20;245:25<br><b>feels (2)</b><br>77:14;137:17<br><b>fellow (1)</b><br>213:23<br><b>Felony (2)</b><br>95:16;96:19<br><b>felt (3)</b><br>183:15;186:2;<br>251:21<br><b>female (3)</b><br>20:18;50:19;93:18<br><b>Fenter (9)</b><br>33:7;40:1,4,4;41:9;<br>51:10,11,17,24<br><b>few (15)</b><br>89:25;101:6,9;<br>108:10;116:10;<br>126:16;132:10;<br>149:6;161:25;190:6;<br>205:8;212:13;<br>213:12;234:18;<br>241:21<br><b>field (2)</b><br>18:6;153:17<br><b>figure (2)</b><br>48:8;249:15<br><b>figured (2)</b><br>126:10;192:18<br><b>file (2)</b><br>39:3;236:4<br><b>filed (5)</b><br>28:10;52:3;53:12;<br>69:24,25<br><b>files (1)</b> | 39:8<br><b>fill (2)</b><br>12:10;13:4<br><b>final (18)</b><br>31:23;55:18;66:24;<br>68:9;121:17;143:19;<br>167:8;170:11;<br>188:16;195:8;<br>198:16;218:1;<br>223:12;247:25;<br>263:20,23;264:10,14<br><b>finally (8)</b><br>16:25;17:1,1;<br>25:13;100:24;<br>105:11;185:16;<br>254:24<br><b>finance (2)</b><br>251:17;261:21<br><b>financial (8)</b><br>19:20;112:2;236:4,<br>9,13;246:18;250:8;<br>260:3<br><b>financially (1)</b><br>260:5<br><b>find (14)</b><br>14:9;20:2,13;<br>23:15;60:4;75:11;<br>115:16,19,21;122:13;<br>183:2;216:10;240:8;<br>242:21<br><b>findings (20)</b><br>35:19;45:5,9;<br>46:25;47:7;52:14,18,<br>22;53:16;58:3,23;<br>60:10;72:18;89:1,11;<br>90:3,4;91:13,14,17<br><b>finds (1)</b><br>136:20<br><b>fine (19)</b><br>31:13;32:5,5;<br>49:25;57:13;58:2;<br>59:2;60:15;71:15;<br>72:2,3,3,20;80:5,6;<br>82:12;84:24;190:21;<br>225:23<br><b>finer (1)</b><br>52:17<br><b>fine-tune (1)</b><br>86:4<br><b>finish (7)</b><br>63:19;120:11;<br>184:4,5;186:7;187:5;<br>252:7<br><b>finished (5)</b><br>45:16;121:7;<br>139:17,18;211:25<br><b>finishing (2)</b><br>108:19;111:17<br><b>Fire (2)</b><br>234:22;238:1<br><b>first (47)</b><br>5:21;7:18,20;8:17;<br>14:8;24:19;39:1; | 45:15;47:23;56:18;<br>67:9;80:18;85:19;<br>86:2,24;87:1,11;<br>93:20;101:11;<br>105:16,19;111:18;<br>112:5;121:22;124:8;<br>125:25;126:18;<br>130:9;142:4;152:5,<br>10;163:21;176:11;<br>182:16;186:5;<br>213:17;215:17;<br>216:14;217:22;<br>219:21;223:19;<br>233:19;236:5;<br>245:24;249:8;257:1;<br>265:2<br><b>fiscal (2)</b><br>244:10;247:5<br><b>fit (2)</b><br>125:21;238:17<br><b>fits (1)</b><br>112:17<br><b>five (39)</b><br>18:25;93:22;95:19;<br>106:7;116:8;121:13;<br>129:19;146:4;<br>149:16;157:11;<br>161:5;164:19,19,20,<br>22;165:12,14,20;<br>166:13,19;171:12,13;<br>179:6;181:14;189:7;<br>196:12;199:18;<br>201:12,21;202:22;<br>205:7;213:2;214:5,6;<br>216:18;220:5,8;<br>254:22,23<br><b>five- (1)</b><br>228:15<br><b>five-member (2)</b><br>166:2,12<br><b>five-year (1)</b><br>196:10<br><b>fix (1)</b><br>112:12<br><b>flags (1)</b><br>128:2<br><b>flat (1)</b><br>61:8<br><b>flex (8)</b><br>184:1,2,13,18;<br>185:19;190:11,13;<br>191:8<br><b>flexibility (31)</b><br>111:14;114:14;<br>115:11;122:25;<br>127:18;128:8,15,25;<br>130:23;132:13;<br>162:19;163:12;<br>164:21;177:24,25;<br>178:13,20;180:4;<br>182:7;183:4,12;<br>184:8;185:9;186:16;<br>190:3,23;203:22; | 207:25;209:15;<br>210:19;227:14<br><b>flexible (31)</b><br>13:9;114:3,6;<br>115:1;135:24;143:7,<br>10;149:13;162:2;<br>168:6,6,8;172:9;<br>173:25;177:7,19,24;<br>190:6;196:5;197:3,4;<br>199:15;207:8,16,17;<br>208:21;211:13;<br>223:14;224:14;<br>226:8,11<br><b>flex-mod (7)</b><br>114:6;115:23;<br>116:6,9;118:23;<br>139:9,11<br><b>flip-flop (1)</b><br>221:17<br><b>flooding (1)</b><br>108:9<br><b>floor (1)</b><br>227:22<br><b>Florida (1)</b><br>117:8<br><b>flow (1)</b><br>181:20<br><b>fluctuated (1)</b><br>183:10<br><b>fluctuating (1)</b><br>113:9<br><b>fluid (1)</b><br>179:9<br><b>flunked (1)</b><br>186:4<br><b>focus (8)</b><br>15:19;17:24;23:20;<br>126:23;127:1;157:2;<br>181:2;236:23<br><b>focused (7)</b><br>17:25;18:19;64:1;<br>204:22;207:10,13;<br>253:17<br><b>focusing (1)</b><br>22:3<br><b>folks (14)</b><br>5:22;6:9,9,9;<br>16:18;23:12;66:12,<br>13,23;68:21;69:1;<br>77:1;158:23;172:19;<br>259:5<br><b>follow (7)</b><br>15:8;20:12;54:3;<br>74:16;93:11;207:9;<br>232:15<br><b>following (11)</b><br>11:23;42:17;56:3;<br>67:5;69:9;93:3;<br>152:18;210:6;<br>220:25;224:22;<br>241:25<br><b>force (3)</b><br>56:5;59:17;154:17 |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                                                                                                                                                  |                                                                              |                                                                                                             |                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|--------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>forces (1)</b><br>245:1                                                                                                                       | 9:10;109:21;<br>200:22                                                       | 19:21                                                                                                       | 205:5;208:7                                                                                                                                                                                                                                                                                                                        | 6:8                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>forefront (1)</b><br>138:1                                                                                                                    | <b>frees (1)</b><br>210:23                                                   | <b>gap (11)</b><br>6:12;21:13;31:18;<br>149:15;154:10,12,16;<br>155:23;161:22,22;<br>170:12                 | <b>giving (6)</b><br>8:17;23:17;74:18;<br>75:7;111:13;193:18                                                                                                                                                                                                                                                                       | <b>GPA (1)</b><br>193:23                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>foremost (1)</b><br>152:5                                                                                                                     | <b>FRENO (4)</b><br>65:22,22;66:9;<br>237:16                                 | <b>gaps (1)</b><br>202:16                                                                                   | <b>glad (8)</b><br>33:13;39:17;41:20;<br>42:16;50:21;71:10;<br>148:21;237:12                                                                                                                                                                                                                                                       | <b>grab (1)</b><br>72:22                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>foresee (1)</b><br>175:23                                                                                                                     | <b>freshman (3)</b><br>146:6,20;147:11                                       | <b>Garland (1)</b><br>95:17                                                                                 | <b>glasses (1)</b><br>237:13                                                                                                                                                                                                                                                                                                       | <b>grabbed (6)</b><br>52:15,20;55:21;<br>56:4,8;60:7                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>forgot (1)</b><br>235:15                                                                                                                      | <b>freshmen (1)</b><br>147:13                                                | <b>gastrointestinal (1)</b><br>185:23                                                                       | <b>Glen (2)</b><br>33:7;41:9                                                                                                                                                                                                                                                                                                       | <b>grabbing (1)</b><br>59:16                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>form (3)</b><br>84:23;89:24;<br>258:12                                                                                                        | <b>Friday (3)</b><br>152:17,17;188:3                                         | <b>gave (8)</b><br>11:10;12:21;72:17;<br>127:7;132:23;184:9;<br>186:12;264:4                                | <b>glimpse (1)</b><br>151:7                                                                                                                                                                                                                                                                                                        | <b>grad (1)</b><br>192:23                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>formal (5)</b><br>181:13;232:9,13;<br>259:10,14                                                                                               | <b>friends (2)</b><br>126:2;233:9                                            | <b>general (4)</b><br>18:10;71:14;77:4;<br>251:18                                                           | <b>gnawing (1)</b><br>75:20                                                                                                                                                                                                                                                                                                        | <b>grade (73)</b><br>7:5,10;18:11;<br>19:22,23,25;20:1,14,<br>15,16,19;21:17;<br>103:5;113:4,5,9;<br>122:24,24;127:4,18,<br>21;128:14;129:8;<br>130:1,1,3,11,17,18,<br>20;133:17;134:2;<br>146:24;175:22;<br>179:5;180:12,12,19,<br>19;183:13,16;184:1,<br>12;185:17,18,19;<br>187:7,8;189:14,15,<br>19,21;190:2,25;<br>191:16;192:6;193:1;<br>199:19,20;202:3,5;<br>206:11,12,13,14;<br>209:5,7;210:6;211:5;<br>212:7;220:21;224:4,<br>22 |
| <b>format (1)</b><br>90:13                                                                                                                       | <b>frogs (1)</b><br>207:22                                                   | <b>generally (8)</b><br>5:5;7:19;8:12;10:9,<br>11;12:19;15:10;<br>192:9                                     | <b>goal (11)</b><br>113:20,21;118:3;<br>119:12;131:24;<br>135:20,23;175:1;<br>178:22;224:17;245:8                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>former (1)</b><br>215:17                                                                                                                      | <b>front (6)</b><br>59:14;81:9,22;<br>85:11;126:22;183:15                    | <b>generated (1)</b><br>235:9                                                                               | <b>goals (7)</b><br>32:16;117:17;<br>118:12;152:8;<br>154:24;175:5;177:22                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>forms (1)</b><br>245:20                                                                                                                       | <b>front-end (2)</b><br>13:1;258:25                                          | <b>gentleman (2)</b><br>112:13;255:9                                                                        | <b>goes (6)</b><br>23:15;70:16;77:5;<br>140:13;167:15;228:3                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Fort (3)</b><br>27:13;28:3,14                                                                                                                 | <b>frustrated (1)</b><br>13:20                                               | <b>Gentlemen (1)</b><br>30:20                                                                               | <b>good (44)</b><br>13:21,24;15:14;<br>16:4,17;18:22;21:15;<br>22:25;27:11;30:19;<br>49:5,5;76:1;77:17,<br>19;79:24;83:1;103:7;<br>114:4;116:22;<br>119:22;123:3;125:2;<br>126:2;132:19;<br>135:21;138:23;<br>150:9;151:12,13;<br>155:6;163:18,22;<br>164:13,13;167:15;<br>187:15,20;191:12;<br>199:3;222:7;234:10;<br>240:8;264:1 |                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>fortunate (3)</b><br>212:3;241:21;<br>265:20                                                                                                  | <b>Fs (2)</b><br>185:16,19                                                   | <b>gently (1)</b><br>124:22                                                                                 | <b>goodwill (1)</b><br>74:13                                                                                                                                                                                                                                                                                                       | <b>grader (1)</b><br>202:4                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>fortunately (3)</b><br>14:13;20:10;77:9                                                                                                       | <b>full (2)</b><br>12:25;208:8                                               | <b>genuine (1)</b><br>153:9                                                                                 | <b>Google (6)</b><br>136:5,6,8,13;<br>181:1;187:21                                                                                                                                                                                                                                                                                 | <b>graders (5)</b><br>112:23,24;113:15;<br>133:18;189:15                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>forum (2)</b><br>41:8;82:7                                                                                                                    | <b>fully (5)</b><br>71:8;115:10;130:7;<br>175:19;253:17                      | <b>Gerald (1)</b><br>106:15                                                                                 | <b>Gotcha (1)</b><br>223:3                                                                                                                                                                                                                                                                                                         | <b>grades (21)</b><br>103:7;118:18;<br>119:22;127:1;174:8,<br>10;175:24;176:20;<br>177:7;178:12;179:4;<br>181:2,15;182:9;<br>190:24;191:25;<br>192:17,17;200:23;<br>206:9;221:9                                                                                                                                                                                                                                                            |
| <b>ForwARd (18)</b><br>9:13;10:19;13:5,8;<br>14:1,30;13:65;21;<br>75:17;76:16;84:6;<br>109:7;120:13;<br>125:15;163:6;223:6;<br>243:4;244:5;253:6 | <b>function (2)</b><br>138:20;185:25                                         | <b>gets (9)</b><br>60:24;65:14;83:9;<br>118:24;127:6;<br>131:17;212:11;<br>223:1,4                          | <b>Gotcher (1)</b><br>14:13                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>foster (5)</b><br>9:15,25;12:7,11;<br>13:6                                                                                                    | <b>fund (2)</b><br>236:2;246:8                                               | <b>gift (1)</b><br>235:16                                                                                   | <b>governance (5)</b><br>158:4;234:20;<br>250:19;251:17;<br>261:21                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>found (6)</b><br>46:13;52:11;53:21;<br>55:20;57:23;62:24                                                                                      | <b>funded (1)</b><br>7:19                                                    | <b>gifted (3)</b><br>187:9,10,20                                                                            | <b>Governor (5)</b><br>15:2;20:2;195:13,<br>20;264:9                                                                                                                                                                                                                                                                               | <b>grant (15)</b>                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>foundation (1)</b><br>8:4                                                                                                                     | <b>FUNDING (8)</b><br>4:2,4,11;14:21;<br>24:3,15;98:7;99:8                   | <b>Gigliotti (13)</b><br>172:14;173:11,12;<br>188:18;189:8,10,19;<br>194:2,23;195:1,3,5;<br>196:23          | <b>Governor's (1)</b>                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>four (12)</b><br>4:21;55:15;57:6;<br>59:11;121:7;142:3;<br>161:17;179:19;<br>190:13,23;247:6;<br>258:1                                        | <b>fund-pay (1)</b><br>201:15                                                | <b>girl (6)</b><br>114:17,20,22,25;<br>184:20,22                                                            |                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>four-hour (1)</b><br>239:19                                                                                                                   | <b>funds (6)</b><br>8:9;9:24;11:16;<br>98:9;99:9;100:7                       | <b>girls (1)</b><br>186:17                                                                                  |                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Fourth (1)</b><br>234:13                                                                                                                      | <b>further (9)</b><br>33:3;48:9,24;50:4;<br>80:18,19;87:24;<br>178:22;227:20 | <b>given (12)</b><br>10:18;11:8;27:4;<br>32:12;78:23,24;<br>96:24;147:10;<br>186:23;193:10;<br>212:20;252:8 |                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Francis (1)</b><br>235:11                                                                                                                     | <b>furthest (1)</b><br>258:1                                                 | <b>gives (8)</b><br>18:7,8;69:1;115:2;<br>171:21;189:12;                                                    |                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>frankly (1)</b><br>62:17                                                                                                                      | <b>future (8)</b><br>31:20;88:2,10;<br>122:22;162:13;<br>174:9,9;242:6       |                                                                                                             |                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Frazier (2)</b><br>106:14;108:5                                                                                                               |                                                                              |                                                                                                             |                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>free (3)</b>                                                                                                                                  | <b>G</b>                                                                     |                                                                                                             |                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|                                                                                                                                                  | <b>Gail (1)</b><br>53:16                                                     |                                                                                                             |                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|                                                                                                                                                  | <b>gain (1)</b><br>154:3                                                     |                                                                                                             |                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|                                                                                                                                                  | <b>gains (1)</b>                                                             |                                                                                                             |                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                            |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 7:19;27:3;28:25;<br>101:11;125:8;126:7;<br>140:19;142:8,20;<br>143:9,21;152:4;<br>170:15;203:8;213:23<br><b>granted (15)</b><br>5:17;105:9;106:1;<br>124:13;145:17;<br>149:1;153:7,21;<br>155:3;156:6;171:25;<br>176:2;183:12;<br>186:10;199:4<br><b>granting (2)</b><br>141:5;188:19<br><b>GRANTS (4)</b><br>4:8;25:14,17,18<br><b>great (25)</b><br>9:8;23:5;50:17,18,<br>20;123:23;129:6;<br>135:17;137:13,22;<br>148:23;151:8;188:9;<br>189:1,12;191:10;<br>192:20;195:17;<br>201:4;206:19;213:5;<br>217:14;223:8;<br>238:19;262:19<br><b>greater (1)</b><br>171:9<br><b>GREEN (2)</b><br>100:1,4<br><b>Greenway (1)</b><br>115:25<br><b>GREENWOOD (4)</b><br>145:18,20,24;<br>148:11<br><b>Greg (2)</b><br>106:8;114:4<br><b>grew (1)</b><br>48:1<br><b>Grimes (1)</b><br>95:20<br><b>ground (2)</b><br>234:19;235:24<br><b>grounds (1)</b><br>234:15<br><b>group (10)</b><br>19:20;83:3,4;<br>114:12;204:23;<br>216:15,16;217:23;<br>240:25;247:2<br><b>groups (3)</b><br>210:24;211:3;<br>238:22<br><b>grow (4)</b><br>109:9;213:3;217:8,<br>20<br><b>growing (3)</b><br>119:16;183:4;<br>216:23<br><b>grown (1)</b><br>50:1<br><b>growth (6)</b><br>110:14;176:24; | 253:3,4,6,24<br><b>guess (9)</b><br>14:7;44:3;51:21;<br>86:15;117:5;211:23;<br>238:17;249:11;<br>250:20<br><b>guessing (1)</b><br>80:24<br><b>guidance (2)</b><br>258:20,24<br><b>guidelines (1)</b><br>72:14<br><b>guilty (4)</b><br>93:19;94:2;95:16;<br>96:19<br><b>guy (1)</b><br>114:24<br><b>guys (3)</b><br>38:8;52:3;148:22 | 241:5;250:15<br><b>happening (10)</b><br>9:14;13:24;18:9;<br>151:9;161:18;164:6;<br>201:21;207:5;<br>218:11;224:6<br><b>happens (4)</b><br>12:7;36:20;37:18;<br>235:7<br><b>happy (2)</b><br>10:19;103:13<br><b>hard (5)</b><br>37:19;40:8;115:12;<br>186:19;209:5<br><b>HARDIMAN (6)</b><br>92:20,23;93:13,13;<br>94:4;268:24<br><b>Harding (2)</b><br>203:19;205:25<br><b>hardworking (1)</b><br>233:9<br><b>harm (2)</b><br>77:10,11<br><b>harmful (1)</b><br>74:14<br><b>Harris (2)</b><br>38:19;72:15<br><b>Harris- (2)</b><br>34:13;60:19<br><b>Harris-Ritter (83)</b><br>26:24,25;29:22,23;<br>31:2;33:20,23;34:17,<br>20;35:6,13;36:8,13,<br>16;38:20,24;39:1;<br>42:2,4,6,19,22,25;<br>43:3,7,11,20,22;<br>45:10,11;54:18,20;<br>60:24;62:7;63:12,14,<br>17,20,21;64:16,17;<br>69:25;70:6,18;71:1,<br>23;72:12,17;73:3,6,<br>10;86:16,19;88:4,6,9,<br>15,23;89:4,7,13,15,<br>22;90:1;92:5,8,24,25;<br>93:6,8,9;94:11,14;<br>95:2,3,11,13;96:7,17;<br>97:6,9,20,21<br><b>harsh (3)</b><br>78:19;79:3,12<br><b>Hart (1)</b><br>52:18<br><b>Harvey (1)</b><br>161:2<br><b>Head (9)</b><br>7:18,19;21:4,13;<br>46:14;58:4,98:19;<br>150:23;161:8<br><b>headed (1)</b><br>253:4<br><b>head-hunter (1)</b><br>14:9<br><b>heads (4)</b><br>141:24;157:19; | 194:25;248:16<br><b>health (3)</b><br>244:10,11,11<br><b>healthy (2)</b><br>245:2;246:21<br><b>hear (18)</b><br>19:20,21;34:3,19;<br>41:18,21,24;46:9;<br>61:20;63:18;71:10;<br>110:3;204:9;232:10;<br>233:14;237:9;241:8;<br>265:5<br><b>heard (14)</b><br>24:19;51:13;54:21,<br>22;62:23;63:25;<br>108:9;120:20;<br>126:22;133:7;<br>194:12;208:6;209:3;<br>211:18<br><b>hearing (63)</b><br>27:21;31:3;32:1,<br>11,12,21;33:6;34:24;<br>35:2,17;40:21,22;<br>41:2;43:9;44:7;45:5,<br>9;46:7,8,12,13,24;<br>47:2,7,10,12,13,17,<br>22;48:3;49:8,14,19;<br>54:3;57:16,17,20,23;<br>58:3,25;60:11;61:25;<br>62:2,23;63:24;69:14;<br>72:6,19;79:17;81:19;<br>89:8;127:11;189:2;<br>218:4;231:18;<br>236:22;238:6;<br>239:20;244:17;<br>249:3;259:10;261:2,<br>10<br><b>hearings (2)</b><br>68:14,22<br><b>heart (1)</b><br>117:6<br><b>heartstrings (1)</b><br>125:23<br><b>held (2)</b><br>180:2;249:12<br><b>Hello (1)</b><br>228:14<br><b>help (37)</b><br>8:4,22;17:3;20:23;<br>21:24,25;22:6,9;<br>40:6;66:14;85:9;<br>113:9;122:19;<br>125:16;131:2,3;<br>137:4,12;139:10,12;<br>148:22;154:3;155:8,<br>23;161:1;163:13;<br>167:16,21;175:5;<br>186:15,15;202:19;<br>204:20;205:3;<br>208:25;222:4;255:21<br><b>helped (3)</b><br>50:25;138:17;<br>167:12 | <b>helpful (3)</b><br>165:7;253:5;<br>259:15<br><b>helping (6)</b><br>80:12;117:17;<br>154:6;167:19;<br>185:21;227:10<br><b>helps (3)</b><br>183:9;203:12;<br>258:3<br><b>here's (6)</b><br>18:19;61:3,24;<br>81:12;186:15;222:20<br><b>hesitation (1)</b><br>126:5<br><b>Hesslen (4)</b><br>146:5,11,18;<br>148:21<br><b>Hey (2)</b><br>117:24;186:21<br><b>Hi (2)</b><br>181:25;264:1<br><b>hiccup (1)</b><br>7:3<br><b>high (62)</b><br>7:23;8:4;19:10,11;<br>33:1,2;46:15;47:24;<br>48:5,12,17,22;49:15,<br>15;50:15;51:20;58:5;<br>80:25;93:14;106:9;<br>108:24;109:11,19,20;<br>114:5;115:18,18;<br>116:17;123:18;<br>129:7;147:3,14;<br>150:17;154:1;<br>155:15,15,17;163:25;<br>172:16;173:15,23;<br>174:2,6;176:2,13,19;<br>179:4;180:2;181:19;<br>183:17,23;185:11;<br>189:24;192:8;193:1;<br>201:25;211:9,12;<br>228:13,18,21;233:22<br><b>higher (7)</b><br>116:17;122:12;<br>201:9;203:18;<br>209:23;210:3;213:6<br><b>Highland (1)</b><br>101:15<br><b>highlight (3)</b><br>47:21;48:16;52:10<br><b>highly (3)</b><br>48:20;120:21;<br>203:10<br><b>high-need (1)</b><br>233:19<br><b>high-priority (1)</b><br>8:1<br><b>high-quality (2)</b><br>9:22;12:22<br><b>HILL (57)</b><br>25:19,21;36:7,8,15,<br>17;40:16,18;41:3,6, |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                                                                                                                                                                                                                                                              |                                                                                                                                                                |                                                                                                                                                                  |                                                                                             |                                                                                                                            |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|
| 10,13,15;61:18,20,<br>21;64:14;73:13,14,<br>15,17;74:24;75:1,23;<br>76:11,15,19,21,25;<br>77:12,16;78:14;79:5,<br>10,20;82:22;83:24;<br>84:3,15;85:6,8;<br>86:22;88:22;90:19;<br>91:7;99:16,18;<br>241:19,20;244:7;<br>245:17;246:3,4,12;<br>254:24,25;255:4 | <b>home-school (2)</b><br>182:14,20                                                                                                                            | <b>ideally (2)</b><br>191:3;211:17                                                                                                                               | 151:19;236:18                                                                               | <b>incorporate (2)</b><br>88:20;120:19                                                                                     |
| <b>homicides (1)</b><br>242:16                                                                                                                                                                                                                               | <b>honest (1)</b><br>189:11                                                                                                                                    | <b>IDEAS (3)</b><br>31:14;163:6;<br>190:22                                                                                                                       | <b>impose (6)</b><br>85:5,17;86:7;87:1,<br>17;89:14                                         | <b>incorporated (2)</b><br>195:15;234:23                                                                                   |
| <b>honestly (1)</b><br>81:22                                                                                                                                                                                                                                 | <b>honor (1)</b><br>192:23                                                                                                                                     | <b>identifiable (3)</b><br>73:21;74:8;242:19                                                                                                                     | <b>imposed (1)</b><br>169:10                                                                | <b>incorrect (1)</b><br>62:2                                                                                               |
| <b>honored (1)</b><br>30:22                                                                                                                                                                                                                                  | <b>hope (19)</b><br>20:13;47:18;69:1;<br>92:10,14;101:15;<br>111:2;115:22;117:3;<br>123:1;128:24;<br>129:20;151:17,19;<br>152:3;156:10;<br>171:21;177:14;213:2 | <b>identified (1)</b><br>112:3                                                                                                                                   | <b>imposition (1)</b><br>90:24                                                              | <b>INCREASE (15)</b><br>4:3,12;24:3;<br>118:21,22;119:8;<br>156:16;177:15;<br>178:18;182:4,13;<br>206:1;234:7,8;<br>243:17 |
| <b>himself (7)</b><br>55:9;56:9,19;<br>57:18;70:7;78:9;<br>124:15                                                                                                                                                                                            | <b>hopeful (1)</b><br>213:6                                                                                                                                    | <b>ignored (1)</b><br>244:19                                                                                                                                     | <b>impossible (1)</b><br>244:14                                                             | <b>increases (1)</b><br>19:21                                                                                              |
| <b>hire (10)</b><br>51:23;74:6,11;<br>112:6,16;137:25;<br>180:4;206:22,23;<br>262:23                                                                                                                                                                         | <b>hopefully (4)</b><br>154:8;210:5;<br>211:17;213:22                                                                                                          | <b>III (1)</b><br>233:6                                                                                                                                          | <b>impressive (1)</b><br>195:13                                                             | <b>increasing (1)</b><br>189:6                                                                                             |
| <b>hired (1)</b><br>207:1                                                                                                                                                                                                                                    | <b>hoping (6)</b><br>74:22;122:21;<br>128:19;152:3;<br>210:17;227:9                                                                                            | <b>ill (1)</b><br>187:1                                                                                                                                          | <b>improve (10)</b><br>4:24;83:21;109:9;<br>110:25;111:1;<br>118:18,19;156:11;<br>242:11,12 | <b>incredible (1)</b><br>5:22                                                                                              |
| <b>hires (3)</b><br>102:7,7,8                                                                                                                                                                                                                                | <b>hour (3)</b><br>134:16;135:12;<br>192:16                                                                                                                    | <b>Imagination (3)</b><br>11:3,5;22:8                                                                                                                            | <b>improved (1)</b><br>242:13                                                               | <b>Indecency (1)</b><br>95:16                                                                                              |
| <b>hiring (6)</b><br>74:3;102:6;132:16;<br>134:18;163:12;240:9                                                                                                                                                                                               | <b>hours (10)</b><br>31:15,17,18;<br>108:19;117:22;<br>135:12;145:2;<br>177:25;223:25;224:1                                                                    | <b>imagine (1)</b><br>190:14                                                                                                                                     | <b>improvement (5)</b><br>10:22;149:18;<br>150:16;151:11;234:1                              | <b>Independence (1)</b><br>125:15                                                                                          |
| <b>his-self (3)</b><br>62:11;63:2,3                                                                                                                                                                                                                          | <b>House (2)</b><br>125:2;235:12                                                                                                                               | <b>immediate (2)</b><br>83:12,15                                                                                                                                 | <b>improvements (1)</b><br>5:25                                                             | <b>independent (1)</b><br>116:11                                                                                           |
| <b>history (4)</b><br>40:25;56:25;<br>136:18;180:6                                                                                                                                                                                                           | <b>HR (1)</b><br>203:7                                                                                                                                         | <b>immediately (5)</b><br>28:6;32:25;36:22,<br>24;37:5                                                                                                           | <b>inaccurate (3)</b><br>61:8;251:21;255:2                                                  | <b>in-depth (2)</b><br>175:7,8                                                                                             |
| <b>hit (11)</b><br>53:18,21;55:21;<br>56:1;59:20;60:8;<br>62:25;64:6,8,22;<br>236:9                                                                                                                                                                          | <b>huge (2)</b><br>40:2;193:16                                                                                                                                 | <b>immunity (1)</b><br>121:20                                                                                                                                    | <b>inappropriate (8)</b><br>53:2;55:14,22;<br>57:1,4;59:10,13,16                            | <b>indicate (1)</b><br>89:1                                                                                                |
| <b>hold (7)</b><br>12:18;128:6;174:9;<br>176:1;180:7;192:25;<br>259:22                                                                                                                                                                                       | <b>Human (4)</b><br>28:11;79:21,23;<br>209:21                                                                                                                  | <b>i-movie (1)</b><br>117:19                                                                                                                                     | <b>incarcerated (1)</b><br>95:20                                                            | <b>indicated (2)</b><br>39:6;72:24                                                                                         |
| <b>holds (4)</b><br>93:14;95:6;96:17;<br>179:3                                                                                                                                                                                                               | <b>hundreds (1)</b><br>81:20                                                                                                                                   | <b>impact (5)</b><br>31:20;50:6;112:2;<br>118:18;192:15                                                                                                          | <b>incident (14)</b><br>33:3;36:1;39:21;<br>49:17;55:3,6,7,12,16,<br>17;56:17;57:5,8;63:6   | <b>indicating (1)</b><br>258:13                                                                                            |
| <b>holistic (1)</b><br>16:12                                                                                                                                                                                                                                 | <b>hurt (2)</b><br>50:8,12                                                                                                                                     | <b>impacted (1)</b><br>39:14                                                                                                                                     | <b>incidents (2)</b><br>35:24;37:23                                                         | <b>indifferent (2)</b><br>242:4;243:6                                                                                      |
| <b>home (33)</b><br>11:13;21:24;117:1;<br>118:15;125:24,25;<br>172:1,4,7;173:7,12,<br>15,19,22,23;174:11;<br>176:7,12,17,19;<br>177:11,20;179:1,11,<br>25;181:10;182:19;<br>183:23;188:2,2;<br>192:25;199:2;238:14                                           | <b>husband (2)</b><br>14:10,11                                                                                                                                 | <b>impacting (1)</b><br>193:23                                                                                                                                   | <b>inclement (2)</b><br>152:21;178:22                                                       | <b>individual (7)</b><br>69:12;81:7;104:9;<br>141:25;174:3;<br>202:20;210:21                                               |
| <b>homebound (1)</b><br>186:1                                                                                                                                                                                                                                | <b>hypothesis (1)</b><br>19:15                                                                                                                                 | <b>impacts (1)</b><br>177:5                                                                                                                                      | <b>include (3)</b><br>85:8;88:2;90:6                                                        | <b>individualize (1)</b><br>177:21                                                                                         |
| <b>homegrown (1)</b><br>156:1                                                                                                                                                                                                                                | <b>I</b>                                                                                                                                                       | <b>implement (8)</b><br>40:6;120:23;<br>128:20;140:9;<br>162:12;179:12;<br>221:14;224:22                                                                         | <b>included (6)</b><br>49:11;55:5;59:15;<br>88:3,13;217:7                                   | <b>individually (4)</b><br>66:4;67:7;68:3,5                                                                                |
| <b>homeschool (1)</b><br>186:12                                                                                                                                                                                                                              | <b>IAD (2)</b><br>31:14,16                                                                                                                                     | <b>implementation (1)</b><br>180:22                                                                                                                              | <b>includes (3)</b><br>16:13;70:17;<br>174:22                                               | <b>individuals (11)</b><br>75:8;108:22;<br>153:10,15,23;155:12,<br>24,25;156:9;164:9;<br>180:8                             |
|                                                                                                                                                                                                                                                              | <b>idea (8)</b><br>27:25;28:7;128:10;<br>189:25;190:13;<br>191:10,11;193:20                                                                                    | <b>implemented (1)</b><br>175:19                                                                                                                                 | <b>including (4)</b><br>33:12;35:3;81:21;<br>158:2                                          | <b>indulgence (2)</b><br>105:17;144:14                                                                                     |
|                                                                                                                                                                                                                                                              |                                                                                                                                                                | <b>implementing (1)</b><br>178:16                                                                                                                                | <b>inclusive (1)</b><br>222:24                                                              | <b>Industrial (2)</b><br>115:7;120:5                                                                                       |
|                                                                                                                                                                                                                                                              |                                                                                                                                                                | <b>importance (3)</b><br>40:5,10,23                                                                                                                              | <b>incoming (6)</b><br>33:7;39:25;40:9,<br>18;51:15;79:14                                   | <b>industry (2)</b><br>152:24;180:5                                                                                        |
|                                                                                                                                                                                                                                                              |                                                                                                                                                                | <b>important (24)</b><br>7:15;13:25;50:23;<br>80:1;109:1,6;118:5;<br>119:4,6,7;120:8;<br>131:19;209:18,20;<br>215:21;242:15,20;<br>243:2,7,8,10,12,25;<br>253:16 | <b>inconsistencies (1)</b><br>251:22                                                        | <b>inferred (1)</b><br>68:1                                                                                                |
|                                                                                                                                                                                                                                                              |                                                                                                                                                                | <b>importantly (2)</b>                                                                                                                                           | <b>inconsistency (1)</b><br>264:7                                                           | <b>inform (2)</b><br>6:25;18:19                                                                                            |
|                                                                                                                                                                                                                                                              |                                                                                                                                                                |                                                                                                                                                                  | <b>inconvenience (2)</b><br>66:20;68:25                                                     | <b>informal (1)</b><br>30:6                                                                                                |
|                                                                                                                                                                                                                                                              |                                                                                                                                                                |                                                                                                                                                                  |                                                                                             | <b>information (30)</b><br>11:22;27:8;43:25;<br>56:24;93:23;97:2;                                                          |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 140:6;155:13;<br>171:18,22;183:8;<br>235:5,9;236:4;243:3;<br>244:1;246:5,7,11,25;<br>249:6,23;250:18;<br>251:20,24;253:7;<br>255:1,5;257:19;<br>260:24<br><b>informed (3)</b><br>228:3;247:1,14<br><b>initial (1)</b><br>110:11<br><b>initiative (6)</b><br>4:20,23;11:1,2;<br>110:2,13<br><b>injuries (1)</b><br>56:16<br><b>injury (1)</b><br>70:4<br><b>innovation (4)</b><br>111:17;139:22;<br>140:12;211:19<br><b>innovations (1)</b><br>174:8<br><b>innovative (1)</b><br>213:21<br><b>input (2)</b><br>129:1;256:13<br><b>inquire (1)</b><br>168:1<br><b>ins (1)</b><br>136:7<br><b>in-school (1)</b><br>201:16<br><b>inside (2)</b><br>59:6;137:18<br><b>instance (3)</b><br>34:5;132:9;237:4<br><b>instances (2)</b><br>88:2;234:19<br><b>instantly (1)</b><br>84:13<br><b>instead (7)</b><br>85:4;89:14;102:19;<br>104:9;111:6;207:18;<br>220:13<br><b>instigated (1)</b><br>58:15<br><b>instills (1)</b><br>50:3<br><b>institutions (3)</b><br>177:18;243:19;<br>252:11<br><b>instruct (1)</b><br>112:7<br><b>instruction (5)</b><br>175:14,16;186:2;<br>204:24;210:25<br><b>instructional (2)</b><br>106:11;207:15<br><b>instructions (1)</b><br>65:19<br><b>insure (2)</b> | 9:20;178:11<br><b>integrate (1)</b><br>190:20<br><b>integrated (1)</b><br>212:6<br><b>intelligent (1)</b><br>151:24<br><b>intending (1)</b><br>172:24<br><b>intensity (1)</b><br>19:4<br><b>intensive (1)</b><br>19:7<br><b>intent (1)</b><br>158:11<br><b>intention (3)</b><br>181:14;233:16;<br>262:16<br><b>intentional (2)</b><br>52:12;57:8<br><b>intentionally (3)</b><br>32:14;47:5;58:17<br><b>interacted (1)</b><br>195:20<br><b>interaction (1)</b><br>48:6<br><b>interactions (1)</b><br>48:4<br><b>interconnectivity (1)</b><br>9:5<br><b>interest (3)</b><br>33:11;175:20;<br>257:7<br><b>interested (4)</b><br>16:19;155:24;<br>258:21;259:5<br><b>interesting (2)</b><br>6:24;151:4<br><b>interests (1)</b><br>208:10<br><b>interim (4)</b><br>68:10;200:7;203:1;<br>249:17<br><b>intern (6)</b><br>203:1;204:13;<br>216:25;218:24;<br>219:1,13<br><b>interns (5)</b><br>203:23;205:2;<br>209:23,25;219:21<br><b>internship (2)</b><br>179:12;193:11<br><b>internships (2)</b><br>178:15;180:17<br><b>interpreted (1)</b><br>256:3<br><b>interpreting (1)</b><br>257:1<br><b>Intervention (2)</b><br>115:17;210:25<br><b>interview (1)</b><br>56:20<br><b>interviews (3)</b> | 182:14;193:15;<br>205:16<br><b>into (44)</b><br>6:5;8:3,7;22:8,17;<br>23:15;43:6;44:10;<br>45:8;51:1,4;66:24;<br>80:17;85:21,25;<br>122:1;124:22;<br>125:21;130:1,4,20;<br>137:5;138:1;146:22;<br>147:9,22;152:22;<br>157:17;163:1;<br>167:25;182:12;<br>195:25;203:12;<br>209:24;211:12;<br>213:2;215:9;219:17;<br>238:3,17;242:7;<br>243:4,20;249:24<br><b>intrinsic (1)</b><br>119:2<br><b>intrinsically (1)</b><br>119:1<br><b>introduce (2)</b><br>27:6;199:9<br><b>introduced (1)</b><br>196:10<br><b>introduces (1)</b><br>177:13<br><b>introduction (1)</b><br>107:21<br><b>invest (1)</b><br>7:9<br><b>invested (2)</b><br>217:1;253:9<br><b>Investigation (1)</b><br>55:19<br><b>investigator (3)</b><br>56:20,21,23<br><b>investment (2)</b><br>7:8,11<br><b>invite (2)</b><br>151:15;256:13<br><b>involved (8)</b><br>55:8,10;161:15,24;<br>184:13;199:23;<br>204:20;205:17<br><b>involves (1)</b><br>65:9<br><b>involving (2)</b><br>37:23;122:11<br><b>ironic (1)</b><br>158:22<br><b>IRVING (8)</b><br>29:16,20;30:23;<br>45:6;48:19;50:16;<br>51:12;69:15<br><b>ISENHOWER (2)</b><br>26:16;267:24<br><b>issue (15)</b><br>13:22;57:5;76:24;<br>101:16;131:12,23;<br>141:6;147:6;157:23;<br>236:5;237:7;245:22, | 22;246:2;247:20<br><b>issued (1)</b><br>57:3<br><b>issues (12)</b><br>67:23;101:18;<br>156:5;184:23;<br>185:10,23;241:12;<br>244:24;245:21;<br>249:10;251:18;<br>258:22<br><b>item (57)</b><br>8:17,23;9:8,11,24;<br>12:3,7;14:15;15:6;<br>24:1,3,13,25;25:13;<br>26:21;29:19;42:21;<br>43:18;45:8;67:21,25;<br>68:8,20;69:11,19;<br>92:6,22;94:25;96:15;<br>98:2,7;99:5,13;100:3,<br>11,25;101:6;104:16;<br>105:13,16,19;144:16;<br>145:20;149:4,9;<br>172:3;199:10,11;<br>228:9,16;229:18;<br>230:20;231:21;<br>238:8;261:13;<br>263:23;265:13<br><b>items (8)</b><br>6:5;7:17;8:7;<br>11:25;26:20;35:16;<br>67:20;68:18<br><b>Ivy (1)</b><br>216:5 | 118:12;178:14;<br>180:17;184:21;<br>206:23;217:3;240:8;<br>243:22<br><b>Job-Setting (1)</b><br>116:12<br><b>John (1)</b><br>115:25<br><b>joined (1)</b><br>105:14<br><b>joining (4)</b><br>69:9;105:20;<br>150:16;173:13<br><b>joint (1)</b><br>156:18<br><b>Joyce (2)</b><br>149:17;150:14<br><b>judge (2)</b><br>111:10;245:10<br><b>judgment (1)</b><br>58:15<br><b>July (10)</b><br>40:8;51:11;104:6,<br>15;106:7;149:15;<br>172:11;199:17;<br>266:9,10<br><b>jump (2)</b><br>8:6;130:4<br><b>jumping (1)</b><br>140:23<br><b>June (8)</b><br>146:3;173:20;<br>232:3;233:13;<br>237:11;240:3;241:5;<br>266:21<br><b>junior (6)</b><br>115:18;172:16;<br>173:15;183:17,23;<br>185:11<br><b>justice (2)</b><br>75:13;82:22<br><b>justifies (1)</b><br>81:2<br><b>justify (1)</b><br>111:4 |
| <b>J</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Jacksonville (1)</b><br>102:5<br><b>jack-wagon (1)</b><br>53:3<br><b>JAMES (8)</b><br>96:12,16;99:3,6,8;<br>105:14;106:13;<br>270:24<br><b>Jamie (1)</b><br>53:16<br><b>Jane (1)</b><br>122:10<br><b>Janet (4)</b><br>172:17;173:16;<br>181:22,25<br><b>January (3)</b><br>93:19;97:1;241:22<br><b>Jeffrey (1)</b><br>49:20<br><b>Jennifer (2)</b><br>159:15;264:3<br><b>jersey (1)</b><br>63:11<br><b>Jess (1)</b><br>233:6<br><b>job (12)</b><br>14:14;46:9;49:2,6;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>K</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>K-12 (4)</b><br>5:21;189:7,7;<br>191:21<br><b>K-3 (1)</b><br>16:1<br><b>K-4 (1)</b><br>113:6<br><b>K-5 (1)</b><br>20:4<br><b>K-6 (3)</b><br>17:14;103:3;<br>128:13<br><b>K-8 (7)</b><br>103:7;178:12;<br>181:2;182:2;190:14,                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>17;191:3<br/><b>Karli (5)</b><br/>199:21;203:3,6;<br/>206:4;209:12<br/><b>Kathy (1)</b><br/>106:10<br/><b>Kaye (4)</b><br/>4:19;5:6;14:7;<br/>17:18<br/><b>keep (10)</b><br/>16:5;78:1;188:10;<br/>199:3;207:10;217:9;<br/>219:2;225:2,2;228:2<br/><b>KEEPERS (18)</b><br/>231:19,22;232:4;<br/>233:9,12,19,25;<br/>236:14,21;238:15;<br/>239:15;240:24;<br/>250:17;254:15;<br/>255:14,16;257:12;<br/>261:4<br/><b>Keepers' (1)</b><br/>232:2<br/><b>keeping (1)</b><br/>52:10<br/><b>keeps (2)</b><br/>22:19;212:11<br/><b>Kelly (2)</b><br/>105:22;199:24<br/><b>kept (3)</b><br/>83:10;186:5,25<br/><b>Kevin (1)</b><br/>146:4<br/><b>Key (17)</b><br/>5:14;6:8;64:21,24;<br/>65:3;66:11;215:24;<br/>216:7;247:20;<br/>253:11,15,21;256:15,<br/>15,18;257:23;264:25<br/><b>kick-out (1)</b><br/>227:14<br/><b>kid (20)</b><br/>62:18,25;63:2,3,5,<br/>8,10;111:5;116:23;<br/>119:4,25;132:10,12;<br/>138:23,24;184:4,17;<br/>187:21,24;208:20<br/><b>kids (81)</b><br/>19:18,25;20:5;<br/>21:17,19;63:8;<br/>103:10;109:21;<br/>110:13,14;111:1,21;<br/>112:1,24;114:17;<br/>115:2,19;116:21;<br/>117:17;118:13,25;<br/>119:14;120:3,6,8;<br/>123:9;125:10,22;<br/>132:2,11,13,22;<br/>135:10;136:15;<br/>137:11;138:3,4;<br/>139:24;147:21;<br/>167:19;183:25;<br/>184:7,10,13,19,25;</p> | <p>186:12;187:7,23;<br/>189:1,4;192:6,10,24;<br/>193:17;195:19;<br/>201:5,7;202:9,11,13,<br/>14,15,16,19;206:19;<br/>208:3,25;210:18,19,<br/>23;211:12;212:23,<br/>23;213:10;218:7,20;<br/>221:6;222:2,16;<br/>246:17<br/><b>kid's (1)</b><br/>63:8<br/><b>kilter (1)</b><br/>84:8<br/><b>kind (34)</b><br/>15:19;22:19;23:2;<br/>37:23;50:5;76:5;<br/>77:8;101:9;102:25;<br/>103:23;110:24;<br/>116:12;122:1;<br/>124:21;127:6;<br/>132:25;137:22;<br/>159:1;162:25;<br/>176:25;183:9;<br/>184:24;200:17;<br/>205:5,22;207:23,25;<br/>208:21;232:15;<br/>252:3,18,21;258:22,<br/>25<br/><b>kindergarten (5)</b><br/>127:17;132:9;<br/>133:15;189:21;<br/>190:16<br/><b>kindergarten-readiness (1)</b><br/>22:4<br/><b>kindly (11)</b><br/>26:11;30:17;53:25;<br/>107:8,24;150:1;<br/>172:25;173:9;200:8;<br/>210:10;219:16<br/><b>kinds (1)</b><br/>162:25<br/><b>King (1)</b><br/>242:9<br/><b>KIPP (1)</b><br/>167:11<br/><b>knee-deep (1)</b><br/>253:12<br/><b>knew (6)</b><br/>13:23;51:22;<br/>205:19;218:15;<br/>221:7;247:12<br/><b>knock (1)</b><br/>206:18<br/><b>knocked (1)</b><br/>123:21<br/><b>knocking (2)</b><br/>153:12,13<br/><b>knowing (4)</b><br/>161:16;243:23;<br/>253:5;258:7<br/><b>knowledge (2)</b><br/>39:19;175:3</p> | <p><b>known (4)</b><br/>28:5;47:25;49:23;<br/>50:14<br/><b>knows (7)</b><br/>39:2;62:13;71:9;<br/>141:1;215:18;<br/>217:10;253:2<br/><b>kudos (1)</b><br/>243:22</p> <hr/> <p style="text-align: center;"><b>L</b></p> <hr/> <p><b>LAB (6)</b><br/>31:17;119:20,20;<br/>207:22;210:23;<br/>222:13<br/><b>lack (2)</b><br/>47:6;153:4<br/><b>Ladies (1)</b><br/>30:19<br/><b>lady (3)</b><br/>123:16;185:10;<br/>212:4<br/><b>Lake (2)</b><br/>95:4,4<br/><b>language (16)</b><br/>16:13;55:15;57:1,<br/>4;59:13,16;62:21;<br/>64:2;84:4,10,16;<br/>87:12;88:2;127:9;<br/>222:22;233:23<br/><b>Lanne (2)</b><br/>53:2<br/><b>larger (2)</b><br/>131:13;209:17<br/><b>last (30)</b><br/>13:4;14:17;28:8;<br/>32:20;52:2;87:2,4;<br/>102:25;113:14;<br/>123:7;124:9;155:5;<br/>181:17;183:11;<br/>184:14;185:18;<br/>187:8;199:7;226:19;<br/>234:2;241:5,5;251:6;<br/>254:21,22,23;257:10,<br/>13,14,17<br/><b>lastly (2)</b><br/>7:16;83:24<br/><b>last-minute (1)</b><br/>10:25<br/><b>late (3)</b><br/>37:21;80:8;153:5<br/><b>later (4)</b><br/>27:23;28:12;57:7;<br/>248:25<br/><b>law (12)</b><br/>16:6,9,20,24;27:21,<br/>25;117:23;145:12;<br/>147:16;165:15;<br/>166:13;236:14<br/><b>lawn (2)</b><br/>123:14;124:11<br/><b>lawnmowers (1)</b></p> | <p>123:13<br/><b>lawyer (3)</b><br/>80:4,14;235:16<br/><b>lawyers (1)</b><br/>82:1<br/><b>lay (1)</b><br/>8:4<br/><b>laypeople (1)</b><br/>20:8<br/><b>LEA (3)</b><br/>147:7,13,15<br/><b>lead (19)</b><br/>77:10;179:8;<br/>201:20,22;202:6,17,<br/>21;204:13,16,19;<br/>205:7,23;216:18;<br/>217:18;219:12,20,23;<br/>221:10;227:11<br/><b>leader (9)</b><br/>109:1,3,5;116:14;<br/>120:20;213:21;<br/>234:21;235:1;236:17<br/><b>leaders (4)</b><br/>78:10;108:25;<br/>203:12;252:9<br/><b>leadership (14)</b><br/>19:8;48:22;108:12,<br/>15,17;120:1;138:12;<br/>140:11;154:12,13;<br/>156:23;202:25;<br/>205:24;262:5<br/><b>leading (2)</b><br/>205:13;262:10<br/><b>learn (14)</b><br/>7:2;15:20;80:8,10,<br/>11,12;83:1;109:8;<br/>119:3;183:1;208:18;<br/>212:23,24;247:8<br/><b>learned (4)</b><br/>85:12;88:19;<br/>175:10;247:4<br/><b>Learner (1)</b><br/>233:24<br/><b>learners (4)</b><br/>175:2;205:4;234:1,<br/>9<br/><b>learning (46)</b><br/>5:1;10:5;11:12;<br/>17:16;91:4;109:10;<br/>111:12;116:11;<br/>121:4;138:23;<br/>173:25;174:13,17,19;<br/>175:8;177:8,8,23;<br/>178:17;179:1,7,8;<br/>180:16;181:2,6,7;<br/>184:16,24;190:21;<br/>191:8;193:16;201:4;<br/>204:21,22;207:13;<br/>208:5,5,6,13,13,17;<br/>209:10;210:20;<br/>212:17;247:10,11<br/><b>learning-based-learning (1)</b><br/>177:13</p> | <p><b>leased (1)</b><br/>247:21<br/><b>least (3)</b><br/>171:5;226:19;<br/>235:3<br/><b>leave (6)</b><br/>8:11;9:1;20:13;<br/>61:16;69:11;121:16<br/><b>leaves (2)</b><br/>12:16;137:23<br/><b>leaving (2)</b><br/>14:13;39:23<br/><b>led (1)</b><br/>243:10<br/><b>Lee (2)</b><br/>199:20;200:20<br/><b>left (11)</b><br/>8:13;27:15,18;<br/>48:10;73:19;102:8;<br/>132:11;178:12;<br/>182:10;250:15;<br/>251:23<br/><b>Legal (10)</b><br/>65:4,19;82:10;<br/>86:15;88:1;159:7;<br/>161:1;214:12;246:6,<br/>7<br/><b>legislation (3)</b><br/>128:4,5;216:1<br/><b>legislative (3)</b><br/>216:4;250:21;<br/>251:2<br/><b>legislature (1)</b><br/>123:1<br/><b>Leigh (1)</b><br/>173:11<br/><b>length (2)</b><br/>258:23;259:1<br/><b>lengthier (1)</b><br/>47:12<br/><b>lengthy (4)</b><br/>32:20;46:7;47:18;<br/>49:7<br/><b>less (10)</b><br/>20:1;32:6;55:15;<br/>57:6;59:10;72:3,4;<br/>109:17;128:1;259:8<br/><b>lesser (1)</b><br/>52:5<br/><b>lesson (2)</b><br/>221:11;222:13<br/><b>LESTER (3)</b><br/>94:23;95:2;269:24<br/><b>letter (7)</b><br/>57:3;59:11;93:24;<br/>180:19;255:9,13;<br/>263:3<br/><b>letting (3)</b><br/>63:19;184:9;<br/>195:23<br/><b>level (26)</b><br/>8:5;19:10,11,22;<br/>20:1,14,15;57:2;</p> |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 77:5;102:24;103:6;<br>108:17;113:9;<br>115:18;130:3,12;<br>179:5;180:19;<br>189:14,20;190:2;<br>195:18;216:20,20;<br>217:10;220:21                                                                                                                                                                                                                                                                                                                                                        | 112:20,20<br><b>life (4)</b><br>50:4;120:18;<br>124:15;185:3<br><b>lifting (1)</b><br>215:21<br><b>light (1)</b><br>244:19<br><b>lightly (1)</b><br>73:23<br><b>lights (1)</b><br>112:13<br><b>likely (4)</b><br>58:20;60:3,4;<br>186:11<br><b>Likewise (1)</b><br>179:11<br><b>limit (3)</b><br>113:18;133:22;<br>179:6<br><b>limitation (1)</b><br>169:7<br><b>limited (5)</b><br>152:25;179:10;<br>194:13;220:21;227:3<br><b>limits (3)</b><br>52:8;117:22;181:6<br><b>line (6)</b><br>34:11;57:20;104:2;<br>129:25;211:18;217:5<br><b>lines (2)</b><br>128:3,23<br><b>link (1)</b><br>158:18<br><b>list (1)</b><br>251:11<br><b>listed (2)</b><br>72:25;138:10<br><b>listen (2)</b><br>80:2;117:24<br><b>listening (2)</b><br>159:23;210:7<br><b>listing (1)</b><br>235:8<br><b>literacy (4)</b><br>10:5,22;17:24;<br>215:18<br><b>little (70)</b><br>7:3;8:12,13,14,21;<br>10:25;13:7;19:17;<br>27:7;29:24;77:14;<br>109:17;114:3;<br>127:14;130:4,5;<br>131:22;149:8;151:3;<br>161:12,25;162:3,5,6,<br>7;177:3;181:20,23;<br>190:3;193:24;199:5,<br>8,12,20,22;200:16,<br>21,25;201:2,7,8,24;<br>202:3;203:4,7;204:3;<br>205:5;206:6,24,25;<br>208:6;209:4,8,20;<br>210:2,15;211:6,9; | 212:7,11;213:20;<br>221:23;228:2;<br>231:19;233:20;<br>234:11;238:13;<br>241:1;242:16;261:11<br><b>live (4)</b><br>62:24;77:17;<br>153:13;238:13<br><b>live- (1)</b><br>66:6<br><b>lived (1)</b><br>51:5<br><b>lives (1)</b><br>51:14<br><b>live-stream (5)</b><br>11:24;67:5,22;<br>69:1,10<br><b>live-streaming (2)</b><br>81:17;219:18<br><b>living (2)</b><br>77:19;242:14<br><b>Load (2)</b><br>113:13;142:19,21;<br>172:10;178:25;<br>179:3;197:15,17;<br>199:16;210:13;<br>226:20,22<br><b>loads (1)</b><br>211:14<br><b>local (22)</b><br>7:20;8:5;32:18;<br>54:10;76:24;80:2;<br>85:15;86:17,17,20;<br>89:18;90:25;122:8;<br>149:14;154:9;158:4;<br>159:17;169:10;<br>170:12;177:9;<br>180:25;192:10<br><b>location (2)</b><br>181:3;252:17<br><b>long (15)</b><br>26:12;37:8;66:3;<br>68:24;92:13;117:13;<br>144:14;212:20;<br>224:1,10;228:15;<br>235:3;254:19;261:3,<br>6<br><b>long- (1)</b><br>103:9<br><b>longer (7)</b><br>50:7;100:22;101:2;<br>128:11;178:8;<br>208:22;210:2<br><b>longitudinal (4)</b><br>6:7;13:17;18:8;<br>26:3<br><b>long-line (1)</b><br>184:16<br><b>long-term (7)</b><br>101:6,12,14;102:4,<br>19;103:25;175:5<br><b>Lonoke (1)</b><br>101:20 | <b>look (46)</b><br>14:1;16:5,14;<br>17:21;18:3,13,16;<br>21:5,7,9,16;23:8;<br>28:22;35:18;41:16;<br>47:18;62:12;63:2;<br>68:24;111:3;114:11;<br>116:20;120:3,13;<br>128:24;135:4,24;<br>140:5,8,15;151:7;<br>163:13;165:12;<br>177:2,4;186:13;<br>187:11;194:1;196:1;<br>216:12;223:6;<br>246:25;249:17,24;<br>252:3,5<br><b>looked (9)</b><br>6:12;17:8;83:14;<br>109:24;110:24;<br>111:15,16;118:23;<br>236:8<br><b>looking (41)</b><br>18:1;21:23;22:24;<br>74:15;75:2;94:7;<br>112:5,18,21;113:12;<br>114:5;116:9;128:1,<br>18,23;129:4;130:10;<br>132:7,8,15,17;<br>133:18;134:2,12,15;<br>136:5;138:22;<br>141:24;153:24;<br>160:22;164:9;<br>176:25;177:3,15;<br>200:25;216:19;<br>221:20;235:21;<br>238:3;243:17;259:23<br><b>looks (1)</b><br>16:13<br><b>looser (1)</b><br>127:6<br><b>Lord (1)</b><br>212:19<br><b>Lori (1)</b><br>65:22<br><b>lose (2)</b><br>42:15;116:10<br><b>losing (1)</b><br>185:24<br><b>lost (1)</b><br>186:11<br><b>lot (38)</b><br>6:7;11:14;12:13;<br>13:17;17:2;19:3,5,7,<br>13;20:8;22:25;23:14;<br>34:4;50:11;51:9;<br>54:21,22;73:24;<br>116:19;118:24;<br>125:22;126:19;<br>137:2;153:11,12;<br>171:10;186:8;<br>193:17;194:24;<br>209:3;214:19;216:9;<br>218:19;222:19; | 227:10;239:24;<br>247:21;258:7<br><b>lots (3)</b><br>12:8;14:8;238:24<br><b>lottery (1)</b><br>240:6<br><b>love (7)</b><br>112:9,15;119:18;<br>136:22;189:2;<br>193:20;223:4<br><b>loved (1)</b><br>243:1<br><b>lower (2)</b><br>133:23;219:2<br><b>low-income (2)</b><br>7:23;21:11<br><b>luck (4)</b><br>29:9;144:6;148:25;<br>171:2<br><b>lunch (11)</b><br>66:18,22,25;67:2;<br>68:6,10,21;69:5,9;<br>109:21;200:23<br><b>lunged (2)</b><br>56:10;60:8<br><b>lunging (1)</b><br>59:18<br><b>Luther (1)</b><br>242:9<br><b>Lyon (4)</b><br>123:23,24;124:1;<br>126:5 |
| <b>M</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>ma'am (16)</b><br>36:3;106:24;<br>121:11;133:14;<br>139:5;140:2;162:17;<br>166:4;189:10;<br>199:11;212:9;<br>213:15;214:7;218:9;<br>220:15;225:13<br><b>Madam (8)</b><br>9:10;65:22;105:22;<br>121:21;144:18;<br>215:24;231:25;<br>261:17<br><b>magic (1)</b><br>131:17<br><b>Magness (1)</b><br>106:10<br><b>main (3)</b><br>138:2;182:15;<br>203:18<br><b>mainly (1)</b><br>141:7<br><b>maintain (1)</b><br>59:7<br><b>maintaining (1)</b><br>129:21<br><b>maintains (1)</b><br>59:5 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>MAJORITY (9)</b><br/>91:24;92:3;143:2;<br/>170:6,21;197:22;<br/>244:21;248:9;257:4</p> <p><b>makes (4)</b><br/>62:12;181:20;<br/>236:15,17</p> <p><b>makeup (1)</b><br/>127:15</p> <p><b>making (13)</b><br/>17:19;35:14;43:14;<br/>51:14;57:3;59:21;<br/>60:9;67:9;116:25;<br/>121:2;175:23;188:1;<br/>232:5</p> <p><b>male (2)</b><br/>20:17;50:19</p> <p><b>Maltreatment (4)</b><br/>27:20,24;180:11;<br/>207:4</p> <p><b>man (6)</b><br/>30:24;49:4,5;<br/>124:4,14;187:1</p> <p><b>Management (4)</b><br/>31:15,16;83:1;<br/>119:8</p> <p><b>Managing (1)</b><br/>31:15</p> <p><b>Manufacture (1)</b><br/>96:20</p> <p><b>many (34)</b><br/>5:11,16,19;6:9;<br/>7:11,22,23;8:1;19:5;<br/>27:22;28:8;48:23;<br/>74:13,13;102:7,7,7;<br/>108:9,18;110:20,20;<br/>113:16;120:4;<br/>154:21;156:24;<br/>160:23;176:1;186:2;<br/>192:17,24;216:17;<br/>221:18;244:15;<br/>259:17</p> <p><b>March (9)</b><br/>46:14;54:25;58:4;<br/>59:9;60:6;93:16,17;<br/>250:24;264:5</p> <p><b>Marion (31)</b><br/>30:21;32:18,21,23;<br/>33:4;40:7,25;41:20;<br/>46:15,17;47:12,22,<br/>24;48:1,1,2,3,5,17,<br/>20;49:8,15,22;50:14,<br/>22;51:1,4,5;54:6;<br/>58:5,7</p> <p><b>Martin (1)</b><br/>242:9</p> <p><b>Marvell (2)</b><br/>153:14;154:8</p> <p><b>Marvell- (1)</b><br/>149:4</p> <p><b>MARVELL-ELAINE (8)</b><br/>149:2,9,11;150:15;<br/>151:6,9;154:8;</p> | <p>155:11</p> <p><b>Marvell-Elaine's (1)</b><br/>165:1</p> <p><b>Mary (5)</b><br/>4:19;5:5;14:7;<br/>17:17;230:25</p> <p><b>massive (1)</b><br/>185:24</p> <p><b>master (3)</b><br/>108:14;112:8;<br/>178:5</p> <p><b>mastering (1)</b><br/>178:10</p> <p><b>master's (1)</b><br/>202:23</p> <p><b>mastery (1)</b><br/>212:17</p> <p><b>MAT (1)</b><br/>102:10</p> <p><b>match (1)</b><br/>201:18</p> <p><b>materials (4)</b><br/>40:2;44:5;53:12;<br/>62:9</p> <p><b>math (14)</b><br/>10:6,22;16:13;<br/>18:10,10;129:7;<br/>156:15;190:19;<br/>202:10;207:18,20;<br/>221:15;222:21;<br/>224:10</p> <p><b>matter (7)</b><br/>21:14;31:8;81:24;<br/>135:12;233:18;<br/>237:10;257:3</p> <p><b>matters (1)</b><br/>224:5</p> <p><b>max (3)</b><br/>123:17;190:4;<br/>209:6</p> <p><b>maximum (4)</b><br/>32:5;179:15;190:8;<br/>194:4</p> <p><b>may (79)</b><br/>8:10,20;17:15,24,<br/>25;18:1;19:9;23:17;<br/>30:6;33:8;40:12;<br/>45:18;48:11;49:4;<br/>61:1,15;64:16;71:23,<br/>23;72:1,4;83:2;<br/>88:15;89:4;95:15;<br/>107:19;112:17;<br/>121:22;122:9,18;<br/>128:11;130:24,25;<br/>150:2;151:1;152:20;<br/>153:15,22;154:3;<br/>156:13;167:15;<br/>169:4;170:9;174:9;<br/>179:8,15;180:7;<br/>182:23;190:9,10;<br/>198:2;204:1;206:11,<br/>13;207:20,20,21,24;<br/>214:12;217:11,13;</p> | <p>221:15;237:12;<br/>239:16,16,18,18;<br/>243:14,14;247:10;<br/>248:12;256:9,22,22;<br/>257:15,16;258:17,17;<br/>264:2</p> <p><b>maybe (48)</b><br/>6:17;19:17;48:11;<br/>75:14;81:7;85:4;<br/>86:14;103:24;104:1,<br/>5,9,10;114:15;115:3,<br/>20;117:18,18,19;<br/>123:3,11,12;130:19,<br/>23;135:12;136:15,16,<br/>17;137:3;139:12;<br/>160:11;161:1;<br/>164:22;166:7;184:4,<br/>15;187:2;195:19;<br/>213:2;215:10;217:8,<br/>15;224:9;241:24,25;<br/>251:20;252:2;257:9;<br/>258:22</p> <p><b>McCOLLUM (8)</b><br/>26:16,23;27:2,4,<br/>12;28:16;29:9;<br/>267:24</p> <p><b>McKenzie (1)</b><br/>254:4</p> <p><b>McKenzley (1)</b><br/>254:2</p> <p><b>McKinney (2)</b><br/>4:12,15</p> <p><b>McLaughlin (34)</b><br/>105:18,21,22,23;<br/>106:17,20,25;107:6;<br/>121:9,11;145:22,23;<br/>149:5,7,23;172:4,6,<br/>21,22;188:14;199:9,<br/>11;200:3,4;228:19,<br/>20;229:20,21;230:3,<br/>6,22,23,24;231:16</p> <p><b>mean (50)</b><br/>5:13;12:10;17:11,<br/>25;18:4,10;19:22;<br/>22:5;37:14,18,22;<br/>38:6;40:19;61:22;<br/>62:16;71:8,9,12;<br/>75:22,22;77:3,13,22;<br/>81:25;84:11;110:6;<br/>113:7;114:8;129:11;<br/>137:9,10;141:4;<br/>144:20;158:17,22;<br/>159:12,17;187:13,17;<br/>207:17;216:14;<br/>224:24;233:17;<br/>241:5;246:8,9;<br/>247:16;252:15,16,18</p> <p><b>meaningful (2)</b><br/>174:23;175:10</p> <p><b>means (4)</b><br/>37:19;45:7;96:23;<br/>110:9</p> <p><b>meantime (1)</b></p> | <p>28:13</p> <p><b>measure (1)</b><br/>110:8</p> <p><b>measures (1)</b><br/>128:18</p> <p><b>mechanic (1)</b><br/>115:10</p> <p><b>media (18)</b><br/>106:6;122:25;<br/>134:6,8,10,18;135:1,<br/>7,9,13,21;136:14;<br/>143:20,22,22;146:2,<br/>7;147:20</p> <p><b>medical (1)</b><br/>186:9</p> <p><b>medicine (1)</b><br/>27:16</p> <p><b>meet (18)</b><br/>137:3;147:9,16;<br/>158:11,15;160:10;<br/>174:2;175:1;177:21;<br/>178:2,20;182:5,22;<br/>202:13;208:9,19;<br/>211:3;221:14</p> <p><b>meeting (35)</b><br/>4:20;5:20;6:16;<br/>26:5;49:11;104:6,15;<br/>119:13;133:5,8;<br/>156:18,23;161:14,16;<br/>168:21;169:6;<br/>178:23;184:24;<br/>187:14;208:20;<br/>210:19;237:10,11;<br/>240:3,4,12;241:6,15;<br/>256:2;257:17;<br/>259:18,21;260:15;<br/>262:4,8</p> <p><b>meetings (18)</b><br/>5:18;149:13;<br/>152:23;153:3,3;<br/>154:13,13,14;157:23;<br/>158:3;159:25;160:9;<br/>161:12;168:18;<br/>169:14;254:12,16,17</p> <p><b>meets (1)</b><br/>207:18</p> <p><b>MELISSA (2)</b><br/>97:25;98:4</p> <p><b>member (11)</b><br/>67:7;68:3;106:12;<br/>166:14;169:5;<br/>171:13;234:21;<br/>235:4,11,19,23</p> <p><b>Members (41)</b><br/>5:4,9;7:14;33:4;<br/>40:23;41:24;42:13;<br/>44:4;49:18;68:2;<br/>69:12;150:10;<br/>152:25;153:5,7;<br/>154:7;156:21,24;<br/>157:6;158:14;<br/>159:24;160:22,23,24;<br/>161:3,4;164:19,22;</p> | <p>166:15,16;168:20;<br/>171:11;211:20,20;<br/>213:23;229:3;<br/>256:15;259:25;<br/>262:9,9;265:14</p> <p><b>Memorial (1)</b><br/>256:24</p> <p><b>men (2)</b><br/>50:10;112:10</p> <p><b>men's (1)</b><br/>33:2</p> <p><b>mention (2)</b><br/>211:18;264:24</p> <p><b>mentioned (8)</b><br/>47:2;118:24;<br/>135:14,17;136:1;<br/>162:3;178:20;255:1</p> <p><b>mentor (1)</b><br/>50:19</p> <p><b>mentoring (3)</b><br/>175:17;220:17,18</p> <p><b>merit (2)</b><br/>58:16;82:18</p> <p><b>merits (1)</b><br/>233:15</p> <p><b>message (1)</b><br/>81:12</p> <p><b>met (5)</b><br/>75:9;110:22;<br/>113:22;211:20;<br/>265:20</p> <p><b>Methamphetamine/Cocaine (1)</b><br/>96:21</p> <p><b>method (3)</b><br/>175:7;190:9,10</p> <p><b>methods (1)</b><br/>183:2</p> <p><b>metric (3)</b><br/>110:19,19;111:6</p> <p><b>metrics (4)</b><br/>110:8;120:17,18;<br/>140:7</p> <p><b>MHS (1)</b><br/>48:23</p> <p><b>mic (3)</b><br/>42:5;81:15;219:17</p> <p><b>Michael (3)</b><br/>52:13;199:18;<br/>211:5</p> <p><b>middle (26)</b><br/>12:11;95:4;102:24;<br/>115:17;130:12;<br/>178:16;189:23;<br/>199:21;200:21,22,24;<br/>201:3,5,8,25;206:6,8;<br/>210:15;211:6,12;<br/>218:6,7,11,19;<br/>222:18;234:11</p> <p><b>Mid-South (1)</b><br/>33:9</p> <p><b>midway (1)</b><br/>128:21</p> <p><b>midyear (1)</b></p> |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 12:8<br><b>might (19)</b><br>65:25;70:18;72:8;<br>81:2;82:5;127:12;<br>130:23;131:2,3;<br>139:19;147:24;<br>162:23;194:17;<br>206:18;232:12;<br>243:15;253:6;<br>257:11,12<br><b>military (1)</b><br>101:21<br><b>million (1)</b><br>7:18<br><b>mind (2)</b><br>40:7;52:11<br><b>Mine (1)</b><br>251:15<br><b>minimum (1)</b><br>224:5<br><b>minority (3)</b><br>51:21;171:8,9<br><b>minute (4)</b><br>64:25;102:25;<br>144:10;233:4<br><b>minutes (38)</b><br>45:15,18;46:4;<br>49:11;54:19;66:3;<br>67:6;106:18,21;<br>107:1,1,18;116:8,9,<br>10;121:7,13;146:16,<br>18;150:8;173:8;<br>188:15;200:17;<br>224:4;228:8;232:17,<br>18,18;233:3,3,5;<br>235:21;237:19;<br>239:13;254:12;<br>258:5;259:3,6<br><b>miserably (1)</b><br>146:19<br><b>misplaced (1)</b><br>102:12<br><b>misquote (1)</b><br>62:10<br><b>miss (5)</b><br>111:21;139:6,24;<br>150:24;258:13<br><b>missed (1)</b><br>202:15<br><b>missing (1)</b><br>88:3<br><b>mission (5)</b><br>108:19,20;152:8;<br>154:23;245:8<br><b>misstatement (1)</b><br>62:16<br><b>mistake (2)</b><br>77:18;80:11<br><b>mistaken (1)</b><br>192:21<br><b>mistakes (3)</b><br>49:4;79:21;81:12<br><b>MobyMax (1)</b> | 180:25<br><b>mod (1)</b><br>191:8<br><b>model (10)</b><br>50:17;51:8;76:4;<br>184:18;215:25;<br>216:3,12;217:6,15;<br>253:6<br><b>modeling (3)</b><br>209:11;253:13,18<br><b>models (9)</b><br>50:11;51:19;73:21;<br>74:9,15;76:1,2;<br>242:19;243:19<br><b>modify (1)</b><br>23:19<br><b>modifying (1)</b><br>23:20<br><b>modular (1)</b><br>114:6<br><b>mom (3)</b><br>109:4;117:6;<br>187:11<br><b>moment (1)</b><br>165:5<br><b>MOMENTS (1)</b><br>149:6<br><b>Monday (4)</b><br>123:20;152:18;<br>224:6;256:8<br><b>money (9)</b><br>8:13,22;11:14;<br>17:3;124:11;188:1,5;<br>193:12;236:16<br><b>monitor (1)</b><br>191:5<br><b>monster (6)</b><br>57:19;60:17;62:11,<br>12,13,13<br><b>MONTESSORI (2)</b><br>261:11,15<br><b>month (7)</b><br>8:11;28:12;103:15;<br>187:9;236:6;240:9,9<br><b>monthly (3)</b><br>158:12;160:9,10<br><b>months (11)</b><br>35:10,11;55:16;<br>57:6;58:2;59:11;<br>83:11;96:25;185:12;<br>213:12;241:21<br><b>months' (2)</b><br>32:4;54:4<br><b>Moore (5)</b><br>106:12;149:19;<br>150:18,18;157:18<br><b>more (77)</b><br>6:22;8:14;13:1,7;<br>19:9,15,17;20:6;<br>27:8;31:7;32:9;34:9;<br>44:19,19;49:2;51:7;<br>22;52:6;54:15;55:23;<br>58:20;59:15;60:3,4; | 71:1;76:6;77:4,14;<br>82:14;83:19,19;<br>88:15,23;102:21;<br>115:11,11;119:5;<br>127:6;128:1;131:11;<br>137:2;145:8;151:3,<br>19;152:12;160:11;<br>162:7;173:25;<br>178:11;179:6,9,15,<br>19;181:20;184:8;<br>188:7;190:6;192:25;<br>193:24;201:13,14;<br>202:22;209:16;<br>210:14,18;211:2,22;<br>213:2,11;217:18;<br>220:2;232:16;<br>239:20;240:12;<br>241:9;242:15;246:1<br><b>Moreover (1)</b><br>244:16<br><b>morning (10)</b><br>4:10;6:6;27:11;<br>30:19;67:19;68:13,<br>19;73:19;257:5;<br>258:7<br><b>Morton (1)</b><br>53:16<br><b>most (19)</b><br>4:14;14:20;15:9;<br>30:23;48:19;73:16;<br>74:24;127:1;131:19;<br>145:9;153:9;156:25;<br>177:18;184:15;<br>186:11;212:11;<br>236:18;240:8;250:20<br><b>mother (2)</b><br>77:17;184:20<br><b>motion (146)</b><br>23:25;24:2,7,12,18,<br>24;25:2,7,12,14,20,<br>25;28:24;29:2,7;<br>43:17,23;44:10,13,<br>22,23;45:3;69:18;<br>71:18;73:5;80:17;<br>84:20;85:21,25;<br>86:10;87:22;89:25;<br>90:1,2,9,13,13,14,15,<br>18,21;91:5,6,11,12,<br>16,21;92:2;94:7,17,<br>22;96:3,11;97:10,14,<br>19;98:17,24;99:12,<br>17,22;100:10,15,20;<br>104:21;105:2,7;<br>126:12;139:17;<br>140:18;141:11;<br>142:6,12,17,19,24;<br>143:6,8,13,18,20,25;<br>144:5;148:4,6,13,18;<br>167:9;168:5,11,16,<br>17,19;169:16,21,23;<br>170:3,10,13;171:1;<br>196:4;197:2,8,13,15,<br>19;198:4,6,10,15,17, | 21;199:1;226:2,7,13,<br>18,24;227:21;228:1;<br>229:4,5,8,13;230:10,<br>15;231:7,13,15;<br>239:9,12;240:23;<br>248:1,4,24;258:13,<br>15;263:9,11,17;<br>264:13,16,21;266:3,<br>13,18<br><b>motions (4)</b><br>12:2;142:3;167:25;<br>196:1<br><b>motivated (1)</b><br>119:1<br><b>motivational (1)</b><br>243:12<br><b>motivator (1)</b><br>119:2<br><b>Motor (1)</b><br>187:25<br><b>MOUNTAIN (26)</b><br>172:1,4,7;173:7,12,<br>15,19,22,23;174:11;<br>176:6,12,17,19;<br>177:11,20;179:1,11,<br>25;181:10;182:19;<br>183:23;188:2,2;<br>192:25;199:2<br><b>Move (61)</b><br>24:5,15;25:3,15;<br>28:25;44:11;45:8;<br>75:17;84:22,23;94:9;<br>95:25;97:12;98:14;<br>100:12;101:5;<br>104:23;109:7;<br>113:10;138:24;<br>140:19;142:8,20;<br>143:9,21;148:10,22;<br>150:21;158:9,13,25;<br>159:4;167:25;168:7;<br>169:13,24;190:15,18;<br>195:25;197:4,16;<br>198:7,18;217:15;<br>220:24;225:24;<br>226:10;229:6;230:5;<br>231:8;240:1,20;<br>241:15;243:4;244:5;<br>248:3;257:2;260:25;<br>263:10;264:14;266:4<br><b>moved (4)</b><br>90:16;91:18;<br>170:14,15<br><b>moves (2)</b><br>53:5;132:10<br><b>movie (2)</b><br>136:17,19<br><b>movies (2)</b><br>124:10,16<br><b>Moving (32)</b><br>4:9;17:14;24:13,<br>25;39:23;65:20;<br>76:16;84:6;92:21;<br>96:14;98:1;99:4; | 100:2;105:11,12;<br>142:18;143:7;149:3;<br>158:3;169:22;172:2;<br>182:16;197:14;<br>198:5;209:8;226:8;<br>229:17;230:19;<br>231:20;261:12;<br>263:22;265:12<br><b>mowers (2)</b><br>123:14;124:12<br><b>Mrs (1)</b><br>173:16<br><b>much (49)</b><br>11:19;23:22;26:1,<br>6,25;29:8,10,23;<br>45:11;46:2;54:20;<br>75:22;92:18;97:20;<br>103:16;105:7;107:5,<br>20;121:7;123:10,21,<br>22;125:4;129:19;<br>133:21;138:25;<br>139:4;144:7;149:24;<br>163:24;171:2,24;<br>172:23;173:6;<br>176:12,18;183:22;<br>185:24;188:11;<br>193:12;195:10;<br>196:25;199:2;200:6,<br>15;239:1,20;250:9;<br>260:4<br><b>multi (1)</b><br>202:18<br><b>multiple (4)</b><br>28:9;114:9;128:18;<br>211:15<br><b>mushrooms (1)</b><br>114:24<br><b>music (1)</b><br>151:3<br><b>myself (2)</b><br>5:20;122:10 |
| <b>N</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>name (13)</b><br>27:24;28:11;30:17,<br>20;51:12;107:24;<br>150:12;173:9;<br>183:22;200:18;<br>210:11,12;235:17<br><b>named (1)</b><br>201:22<br><b>names (2)</b><br>53:3;259:24<br><b>narrow (2)</b><br>158:6,9<br><b>NASA (1)</b><br>222:9<br><b>national (10)</b><br>5:18;13:25;97:23;<br>98:8;99:1,24;110:1;<br>136:17;202:23;206:1<br><b>nationally (2)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>5:16;208:12<br/><b>nature (1)</b><br/>76:8<br/><b>naught (1)</b><br/>167:20<br/><b>Nay (1)</b><br/>248:11<br/><b>NC (2)</b><br/>180:14;192:12<br/><b>near (2)</b><br/>108:8;117:5<br/><b>nearly (1)</b><br/>242:25<br/><b>necessarily (6)</b><br/>5:13;21:13;125:20;<br/>130:2;171:15;227:16<br/><b>necessary (2)</b><br/>153:8;180:3<br/><b>neck (1)</b><br/>52:15<br/><b>need (89)</b><br/>7:23;8:1;17:10;<br/>18:15,19,23;19:4,7,9,<br/>18;26:13;40:12;<br/>41:11;44:1,7,17;48:8,<br/>13;50:11;65:3;66:12;<br/>68:4,21;74:5;75:6;<br/>78:6;85:8,19;88:25;<br/>90:12;91:12;95:8;<br/>104:16;107:10;<br/>109:22;110:4,4,15,<br/>25;113:5;119:14;<br/>125:16;128:13;<br/>130:15,23;138:4;<br/>139:1;155:1,6,9;<br/>156:2,12;160:14;<br/>179:15;187:17;<br/>206:5,7,11,13;208:9,<br/>24,24;209:14;211:1;<br/>213:8;216:11;<br/>217:10;219:2,8;<br/>223:21;224:2,4,7,13,<br/>13,15,21;225:4;<br/>233:18;238:25;<br/>240:8;244:23;<br/>246:24;249:2,3,5;<br/>255:17;258:15;<br/>259:24<br/><b>needed (7)</b><br/>111:13;135:16;<br/>158:9;167:17;<br/>168:20;224:17;225:3<br/><b>needing (1)</b><br/>69:12<br/><b>needs (29)</b><br/>28:4,13;67:13;<br/>104:15;111:7,8;<br/>115:15;130:18;<br/>135:8,8;156:3;174:3;<br/>175:1;177:22;178:4,<br/>23;179:2;180:4;<br/>182:5,22;208:9,19,<br/>20;210:19;211:3,4;</p> | <p>238:16;245:23;<br/>260:25<br/><b>negative (3)</b><br/>48:6;236:2;246:8<br/><b>neither (1)</b><br/>83:15<br/><b>net (1)</b><br/>251:22<br/><b>neutral (1)</b><br/>125:19<br/><b>nevertheless (1)</b><br/>179:7<br/><b>new (38)</b><br/>7:2,21;10:14,24;<br/>14:14,18,23;15:19;<br/>17:12;40:18;74:1,6;<br/>75:3;80:12;102:7,7,<br/>8;108:20;112:16;<br/>122:1,11;136:2,3,10,<br/>11;137:5,15;163:1;<br/>174:25;175:13;<br/>184:6;191:16;<br/>205:20;214:15;<br/>241:24;247:8;253:9;<br/>262:9<br/><b>Newark (1)</b><br/>109:18<br/><b>Newport (3)</b><br/>95:21;108:8;116:3<br/><b>Newton (117)</b><br/>12:5,6;13:9,12,14;<br/>15:5;24:5,8;44:2,3,<br/>10,11,14,23;71:19;<br/>72:8;85:15;94:10,18;<br/>98:16,18,19,20;<br/>99:14,18;100:14,16;<br/>103:20,21;104:7,9,<br/>13,17,22,23;105:2;<br/>129:24;131:5;<br/>133:10,11,15,23;<br/>134:5,14,17,21,23;<br/>148:5,6,10,14;<br/>160:20,21;161:1,9,<br/>11;162:8,14,18;<br/>163:8,18;164:3,7,11,<br/>13,15;165:13;166:9,<br/>11,17;168:19;169:10,<br/>13,17,24;170:4,24;<br/>171:1;188:24,25;<br/>189:9,11;191:6,13;<br/>197:7,9,16,19;218:2,<br/>3,10,14;219:4,10,15,<br/>24;220:1,5,8,10,13,<br/>16,20;221:2;229:6,8;<br/>239:12;246:13,14;<br/>249:22;250:1;251:4,<br/>8;259:24;260:1;<br/>263:12,13<br/><b>next (27)</b><br/>6:16;8:18;10:13;<br/>26:5,19,21;29:12;<br/>93:11;103:4;108:16;<br/>110:14;113:13;</p> | <p>117:5;127:17;<br/>130:22;137:23,24;<br/>139:24;141:3;187:7;<br/>190:10;207:24;<br/>210:17;240:9;250:9,<br/>14;263:4<br/><b>nice (2)</b><br/>121:19;265:5<br/><b>niche (1)</b><br/>240:25<br/><b>night (2)</b><br/>22:20;123:20<br/><b>nights (1)</b><br/>238:19<br/><b>nine (2)</b><br/>14:22;254:20<br/><b>nobody (2)</b><br/>62:17;74:10<br/><b>nodding (3)</b><br/>21:4;98:19;194:24<br/><b>nods (3)</b><br/>67:4;141:24;<br/>258:11<br/><b>nominating (1)</b><br/>265:14<br/><b>NOMINATIONS (3)</b><br/>265:11,13;266:5<br/><b>non- (1)</b><br/>232:21<br/><b>non-core (1)</b><br/>180:13<br/><b>none (4)</b><br/>69:17;212:1;238:6;<br/>261:2<br/><b>non-poverty (1)</b><br/>20:18<br/><b>nonprofit (1)</b><br/>235:12<br/><b>non-renew (1)</b><br/>95:13<br/><b>Non-renewal (1)</b><br/>95:12<br/><b>normal (1)</b><br/>62:14<br/><b>normally (6)</b><br/>101:4;115:4;<br/>130:12;186:1;<br/>192:11;241:11<br/><b>North (27)</b><br/>102:5;106:14;<br/>108:8;199:5,8,12,20,<br/>21;200:16,21,24;<br/>201:2,8,24;203:7;<br/>204:2;206:6,24,25;<br/>209:19;210:15;<br/>211:6,9;212:7,11;<br/>213:20;228:2<br/><b>northern (1)</b><br/>208:16<br/><b>note (6)</b><br/>13:16;33:4;84:1;<br/>92:3;143:5;157:18<br/><b>noted (1)</b></p> | <p>87:21<br/><b>notice (11)</b><br/>27:20;95:22;<br/>236:18,21;237:6,8;<br/>249:4,19;258:16;<br/>259:21;260:6<br/><b>noticeable (1)</b><br/>48:10<br/><b>noticed (3)</b><br/>182:13;195:20;<br/>214:12<br/><b>noticing (1)</b><br/>257:7<br/><b>November (2)</b><br/>57:5;95:15<br/><b>novice (1)</b><br/>203:1<br/><b>nowhere (1)</b><br/>53:14<br/><b>Nuckols (1)</b><br/>262:10<br/><b>number (18)</b><br/>6:1;14:15,17;<br/>27:14;45:14;52:13,<br/>18;55:5;104:11;<br/>147:13;151:5,14,16;<br/>160:22;161:2;<br/>179:18;223:18;234:8<br/><b>numbers (11)</b><br/>13:10;20:22;22:24;<br/>104:10;113:1;116:7;<br/>147:7;210:17;<br/>221:18;250:12;254:7<br/><b>numerous (1)</b><br/>49:23<br/><b>nurse (1)</b><br/>184:21<br/><b>nutshell (3)</b><br/>186:10;188:7;<br/>205:22</p> | <p><b>occurred (4)</b><br/>57:6;60:3;93:16;<br/>95:14<br/><b>occurrence (1)</b><br/>32:19<br/><b>October (3)</b><br/>184:4,6;186:18<br/><b>odds (1)</b><br/>19:21<br/><b>off (15)</b><br/>49:1;53:18;55:7,<br/>24;56:17;62:18,25;<br/>63:4,11;69:11;73:17;<br/>126:18;141:10;<br/>161:8;206:18<br/><b>offender (2)</b><br/>93:21;95:18<br/><b>offense (3)</b><br/>94:3;96:22;147:19<br/><b>offenses (1)</b><br/>94:1<br/><b>offer (38)</b><br/>29:25;30:10,10,12,<br/>15;33:25;34:10;42:7;<br/>43:1,15,19,24,25;<br/>45:4;72:8,11;78:22;<br/>79:3,7;84:23;85:5;<br/>87:7;89:19,20;90:15;<br/>94:15;107:7;115:11,<br/>14;141:10,18;<br/>149:25;165:8;<br/>172:24;200:7;<br/>224:20;249:11;<br/>258:16<br/><b>offered (7)</b><br/>72:9;80:3,4;85:1;<br/>90:11,23;91:13<br/><b>offering (5)</b><br/>28:16;45:23;91:2;<br/>181:11;265:18<br/><b>offerings (1)</b><br/>177:21<br/><b>office (15)</b><br/>5:7;6:9,15;22:2;<br/>26:3;97:22;98:3,25;<br/>99:23;101:23;<br/>105:23;122:1;<br/>185:12;235:6,8<br/><b>officer (2)</b><br/>27:17;75:24<br/><b>official (2)</b><br/>238:7;259:3<br/><b>officially (1)</b><br/>69:3<br/><b>off-track (1)</b><br/>77:7<br/><b>often (6)</b><br/>15:16;30:4;131:13;<br/>153:4;188:3;265:9<br/><b>oftentimes (1)</b><br/>73:20<br/><b>oil (1)</b><br/>114:18</p> |
| <b>O</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <p><b>oath (2)</b><br/>57:21;60:17<br/><b>object (2)</b><br/>63:12,14<br/><b>objecting (1)</b><br/>255:12<br/><b>obtaining (1)</b><br/>155:14<br/><b>obvious (1)</b><br/>126:20<br/><b>obviously (11)</b><br/>23:10;101:5;<br/>126:23;127:9;<br/>131:18,19;132:23;<br/>158:22;195:21;<br/>244:21;247:12<br/><b>occasional (1)</b><br/>126:25<br/><b>occur (1)</b><br/>191:23</p>                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>old (3)</b><br/>93:18;95:6;235:11</p> <p><b>older (2)</b><br/>119:5;124:13</p> <p><b>olds (2)</b><br/>9:21;19:16</p> <p><b>Once (10)</b><br/>25:25;45:10;75:4;<br/>92:24;94:17;95:2;<br/>100:20;121:20;<br/>185:7;213:21</p> <p><b>one (138)</b><br/>4:21;10:24;12:16;<br/>13:23;14:15;16:7;<br/>23:7;25:16;27:22;<br/>34:1;37:21;40:2;<br/>43:4;47:3;48:19;<br/>49:20;52:13,16;53:1,<br/>11,15;55:23;56:18;<br/>59:1;60:13;61:24;<br/>70:3;71:8;72:20;<br/>77:18,18;79:8;82:25;<br/>83:21;88:15,23;<br/>93:11;94:1,5,12,14;<br/>96:5;97:7,9;107:3;<br/>109:23;112:5,15,23;<br/>113:13;115:8,12;<br/>117:5,5,8;118:5,7,12;<br/>119:10;122:24,24;<br/>123:16;125:15,23;<br/>128:6,7;131:11;<br/>132:1,5,20;134:3;<br/>136:18;137:1,16,21,<br/>23,24;138:2;139:19;<br/>140:6;146:1;147:15;<br/>151:5;156:2;159:20;<br/>160:4,14,25;161:7,<br/>10,21;165:24;<br/>166:24;178:4;179:9;<br/>182:16;183:4;<br/>184:23;185:5;<br/>186:17;187:9,9;<br/>189:12;194:10,19;<br/>195:12;207:11;<br/>208:12;209:10,16;<br/>211:7;214:15;<br/>218:14,17;222:10;<br/>223:17;224:3,9;<br/>225:4;227:11;<br/>234:19;235:20;<br/>242:8,13,17;245:5,<br/>11;247:3;252:22;<br/>253:12;261:19;<br/>264:6,6;265:10;<br/>267:25;268:25;<br/>269:25;270:25</p> <p><b>ones (5)</b><br/>53:15;114:9;<br/>141:19;175:13;<br/>203:18</p> <p><b>one-size-fits-all (1)</b><br/>119:11</p> <p><b>one-to-one (1)</b></p> | <p>136:6</p> <p><b>one-year (3)</b><br/>35:15,22;57:12</p> <p><b>ongoing (1)</b><br/>158:4</p> <p><b>online (3)</b><br/>31:14;177:9;<br/>178:21</p> <p><b>only (42)</b><br/>7:24;12:19;21:6;<br/>32:2,4,7;46:13;55:7;<br/>59:7;60:2;62:1;64:1;<br/>66:2;67:21;68:20;<br/>71:7,8;128:11;131:2;<br/>134:17;139:12;<br/>146:1;159:3;160:5,<br/>14;179:17;184:13;<br/>188:2;191:22,23;<br/>192:16;205:1;<br/>208:12;209:5;220:8;<br/>224:3;236:24;<br/>252:25;255:11,13,16;<br/>257:6</p> <p><b>open (14)</b><br/>28:18;33:21;34:15;<br/>60:21;61:13;67:10;<br/>120:7;125:7;148:3;<br/>157:20;161:13;<br/>164:24;188:23;212:2</p> <p><b>opened (1)</b><br/>146:20</p> <p><b>OPEN-ENROLLMENT (12)</b><br/>105:9;106:1;<br/>145:17,21;149:1;<br/>159:19;171:25;<br/>182:25;199:4;<br/>230:17;231:18;<br/>261:10</p> <p><b>opens (1)</b><br/>129:15</p> <p><b>operating (4)</b><br/>19:10,11;84:10;<br/>147:15</p> <p><b>operation (2)</b><br/>74:3;75:5</p> <p><b>opportunities (13)</b><br/>111:22,23;125:10;<br/>152:2,9,14;154:25;<br/>176:23;178:15;<br/>187:22;192:11;<br/>193:11;233:21</p> <p><b>opportunity (40)</b><br/>5:2;15:20;34:12;<br/>53:9,11;61:11,15;<br/>73:8;75:13;81:4;<br/>85:11;86:7,7;87:8;<br/>90:25;93:1,10;<br/>112:10;113:8;115:2;<br/>177:2;182:11;<br/>186:11;187:19;<br/>193:19;195:11;<br/>201:1,12;202:18,21;<br/>204:11,23;208:8;</p> | <p>212:20;217:2,11,13;<br/>237:7;251:24;260:10</p> <p><b>opposed (45)</b><br/>16:1;20:16;24:11,<br/>23;25:11,24;29:6;<br/>32:3;45:2;82:20;<br/>83:7;91:10,25;94:21;<br/>96:10;97:18;98:23;<br/>99:21;100:19;105:6;<br/>142:16;143:3,17;<br/>144:4;148:17;<br/>153:25;165:3;<br/>168:15;169:20;<br/>170:7,22;197:12,23;<br/>198:14,25;226:6,17;<br/>227:25;229:12;<br/>230:14;231:14;<br/>248:10;263:16;<br/>264:20;266:17</p> <p><b>opposition (15)</b><br/>92:3;106:22,23;<br/>107:1,4;121:10;<br/>146:8;148:2;149:22;<br/>172:21;188:12;<br/>200:3;233:4;237:17;<br/>238:4</p> <p><b>ops (1)</b><br/>264:7</p> <p><b>option (4)</b><br/>177:14;186:13,23,<br/>24</p> <p><b>options (7)</b><br/>71:20,22;176:23;<br/>184:10,11;186:16;<br/>188:9</p> <p><b>oral (1)</b><br/>45:13</p> <p><b>order (21)</b><br/>26:20;28:2;30:7;<br/>31:23;38:8,15;42:19;<br/>61:14;71:24;72:20;<br/>78:21;79:7,85:18;<br/>88:4,24;93:4;155:2;<br/>179:12;224:7;229:3;<br/>249:8</p> <p><b>ordered (1)</b><br/>38:9</p> <p><b>ordering (1)</b><br/>60:13</p> <p><b>Organization (2)</b><br/>110:1,6</p> <p><b>organizational (1)</b><br/>108:13</p> <p><b>organized (1)</b><br/>69:23</p> <p><b>oriented (1)</b><br/>194:14</p> <p><b>original (4)</b><br/>89:24;90:13;<br/>240:23;250:3</p> <p><b>others (6)</b><br/>8:14;40:13;59:19;<br/>83:17;217:21;258:21</p> | <p><b>other's (1)</b><br/>222:4</p> <p><b>Otherwise (23)</b><br/>23:24;28:18,24;<br/>33:16;43:5,17;71:17;<br/>84:20;87:24;104:21;<br/>125:6;143:6;157:16;<br/>167:9;180:5;227:21;<br/>229:5;235:6;248:1;<br/>260:25;263:8;<br/>264:12;266:2</p> <p><b>ought (2)</b><br/>54:12;61:10</p> <p><b>ours (2)</b><br/>15:9;114:10</p> <p><b>out (71)</b><br/>6:18;9:14;11:10;<br/>14:10;15:7,12;18:6;<br/>20:2,13;21:16;26:4,<br/>20;27:17;28:6,34:8;<br/>47:14;53:24;64:20;<br/>66:7;70:7;77:2;84:5,<br/>8;100:22;101:1;<br/>104:24;110:22;<br/>111:21;112:12;<br/>113:1;115:10;<br/>116:22,22;117:12,14;<br/>123:21;124:10;<br/>126:10;137:19;<br/>139:24;140:25;<br/>144:20;147:19;<br/>155:8,17;161:1;<br/>162:9,15;182:16;<br/>186:17;187:12,17;<br/>188:8;192:18,18;<br/>193:21;205:11;<br/>206:14;210:6;<br/>216:17;228:15;<br/>241:3,8;249:15;<br/>251:22;256:16,20;<br/>257:8,15;258:21;<br/>264:5</p> <p><b>outcome (2)</b><br/>42:20;215:2</p> <p><b>outcomes (3)</b><br/>21:15;130:16;<br/>156:6</p> <p><b>outdated (1)</b><br/>237:5</p> <p><b>outer (1)</b><br/>127:12</p> <p><b>outing (1)</b><br/>124:17</p> <p><b>outlet (1)</b><br/>139:12</p> <p><b>outlined (2)</b><br/>84:25;207:13</p> <p><b>outs (1)</b><br/>136:8</p> <p><b>outside (6)</b><br/>32:14;46:21;47:5;<br/>58:11,18;59:6</p> <p><b>outstanding (2)</b></p> | <p>163:10;180:6</p> <p><b>over (52)</b><br/>8:14;10:17;11:4;<br/>12:16,17;17:22;18:1;<br/>19:1,2;30:25;33:5;<br/>36:1;40:8;47:13,19;<br/>51:11;52:2;67:20;<br/>72:22;83:8;108:9,18;<br/>113:17;114:1;116:8;<br/>120:10;124:8;127:5;<br/>130:22;132:21;<br/>133:5,13,16,21;<br/>134:1,4;151:18;<br/>176:9;181:21;183:7,<br/>10;185:12;194:3;<br/>196:21;203:3;204:5;<br/>209:15;221:15,16,19;<br/>234:5;254:18</p> <p><b>over- (1)</b><br/>77:21</p> <p><b>overload (1)</b><br/>210:16</p> <p><b>overlooked (1)</b><br/>101:24</p> <p><b>overpayment (2)</b><br/>251:6,6</p> <p><b>overruled (1)</b><br/>39:13</p> <p><b>overseeing (2)</b><br/>227:12,16</p> <p><b>over-stepped (1)</b><br/>78:5</p> <p><b>overview (1)</b><br/>71:15</p> <p><b>overwhelming (1)</b><br/>137:4</p> <p><b>Owens (1)</b><br/>106:11</p> <p><b>own (20)</b><br/>51:25;66:5;72:12,<br/>13;87:22;89:15,16;<br/>124:10;126:1;<br/>169:11;175:4;<br/>177:10;178:4;<br/>182:19;204:5;219:5;<br/>236:3;247:22;<br/>250:23;251:1</p> <p><b>Oxford (1)</b><br/>171:7</p> <hr/> <p style="text-align: center;"><b>P</b></p> <hr/> <p><b>P-12 (1)</b><br/>7:1</p> <p><b>P-4 (5)</b><br/>113:3;127:3;<br/>128:11,12,14</p> <p><b>Pace (6)</b><br/>114:12;175:4;<br/>177:10;178:3;<br/>182:19;186:5</p> <p><b>packet (4)</b><br/>40:2;49:11;218:18;</p> |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>220:1<br/><b>packets (1)</b><br/>34:19<br/><b>page (2)</b><br/>57:20;260:10<br/><b>pages (1)</b><br/>49:12<br/><b>paid (1)</b><br/>217:18<br/><b>pain (3)</b><br/>53:4,7;185:25<br/><b>painfully (1)</b><br/>234:6<br/><b>Palestine-Wheatley (1)</b><br/>102:20<br/><b>panel (50)</b><br/>31:4;32:1,11;33:6;<br/>35:2,17;40:22;46:8,9,<br/>13;47:11;49:20;<br/>53:20;57:23;58:13,<br/>25;60:12;61:25;62:2,<br/>23;63:24;72:6,19;<br/>89:8;228:11;229:14;<br/>230:16;231:17;<br/>232:2,7;233:11;<br/>234:15;235:4;236:1,<br/>18,19,25;237:9;<br/>239:14,22;240:4,21,<br/>21;241:16;244:16;<br/>250:16;253:24;<br/>261:9,18;262:15<br/><b>Panel's (16)</b><br/>32:12;46:24;47:2,<br/>7;54:4,13;228:17,25;<br/>229:18,25;230:21;<br/>231:3,22;240:13;<br/>261:14;262:4<br/><b>paper (2)</b><br/>72:22;117:18<br/><b>papers (1)</b><br/>136:9<br/><b>paperwork (5)</b><br/>101:16,18,23;<br/>102:18;221:24<br/><b>parallel (1)</b><br/>17:9<br/><b>parameter (1)</b><br/>129:12<br/><b>parameters (7)</b><br/>38:5,6;75:12;85:2;<br/>89:17;90:23;129:2<br/><b>Paraphernalia (1)</b><br/>96:20<br/><b>paraprofessional (2)</b><br/>217:1;219:1<br/><b>paraprofessionals (1)</b><br/>205:3<br/><b>parent (6)</b><br/>133:5,8;187:9,10,<br/>16,16<br/><b>parents (14)</b><br/>20:8;124:24;<br/>182:14,21,22;184:10;</p> | <p>186:23;187:8,24;<br/>211:21;241:2;<br/>257:16;258:20;<br/>259:15<br/><b>parent-teacher (1)</b><br/>221:8<br/><b>PARIS (6)</b><br/>4:4;9:23;12:21;<br/>15:6;24:14,16<br/><b>Parkview (1)</b><br/>93:14<br/><b>part (18)</b><br/>7:7;12:25;17:18;<br/>37:3;49:12;55:3,8;<br/>67:24;71:2;85:10;<br/>87:1;109:25;112:20;<br/>130:14;186:16;<br/>233:20;245:1,10<br/><b>partake (1)</b><br/>68:21<br/><b>participants (1)</b><br/>206:1<br/><b>participate (5)</b><br/>4:21;106:10;153:8;<br/>163:4;169:7<br/><b>participating (1)</b><br/>16:15<br/><b>participation (2)</b><br/>157:24;257:7<br/><b>particular (17)</b><br/>12:14;13:19;14:24;<br/>21:1;23:16,16;83:2;<br/>94:3;126:23;128:2;<br/>132:20;153:7;<br/>159:11,22;162:12;<br/>208:3;220:22<br/><b>particularly (2)</b><br/>32:11;51:19<br/><b>parties (1)</b><br/>33:11<br/><b>partner (4)</b><br/>180:24;203:17,19;<br/>205:24<br/><b>partnering (3)</b><br/>122:8;164:1;<br/>204:10<br/><b>partners (5)</b><br/>121:1;180:5,18;<br/>204:10;205:6<br/><b>partnership (8)</b><br/>5:11,15;7:19;9:12;<br/>10:17;108:11;<br/>123:23;174:14<br/><b>partnerships (2)</b><br/>122:3,12<br/><b>Parton (2)</b><br/>11:3,4<br/><b>pass (1)</b><br/>180:10<br/><b>passed (2)</b><br/>103:2;226:22<br/><b>passing (1)</b><br/>49:3</p> | <p><b>passion (1)</b><br/>126:20<br/><b>past (11)</b><br/>10:18;48:18;<br/>103:23;108:10,18;<br/>123:15;192:7;<br/>204:15;240:7;256:3,<br/>4<br/><b>path (8)</b><br/>184:1,2,13,18;<br/>185:20;190:6,11,13<br/><b>pathway (2)</b><br/>124:1,15<br/><b>pathways (1)</b><br/>122:14<br/><b>patience (2)</b><br/>144:14;148:19<br/><b>patrons (1)</b><br/>120:14<br/><b>pattern (1)</b><br/>52:1<br/><b>pause (2)</b><br/>64:21;189:12<br/><b>pay (7)</b><br/>8:11;9:25;124:10,<br/>16;201:14;252:9,12<br/><b>paying (1)</b><br/>174:5<br/><b>PD (9)</b><br/>22:24,25;23:2;<br/>137:2,9,15;163:4,5;<br/>208:14<br/><b>PE (3)</b><br/>190:22;207:21;<br/>224:3<br/><b>Peacock (7)</b><br/>199:19;210:8,12,<br/>12;211:17;215:17;<br/>222:8<br/><b>pedagogy (1)</b><br/>174:17<br/><b>pediatrician (1)</b><br/>124:3<br/><b>peer (1)</b><br/>243:19<br/><b>peers (3)</b><br/>6:22;205:13;<br/>234:11<br/><b>penalize (1)</b><br/>103:8<br/><b>pencil (1)</b><br/>53:17<br/><b>pending (2)</b><br/>81:24;82:3<br/><b>people (31)</b><br/>5:17;13:17;27:19;<br/>47:14,22;48:22;<br/>51:14;54:21;67:14;<br/>73:21;74:9;75:8;<br/>79:13;81:21;107:22;<br/>108:3;120:22;126:8;<br/>130:13;144:22;<br/>153:12;161:23;</p> | <p>185:21;186:14;<br/>212:13;216:11;<br/>247:9;250:6;260:11;<br/>262:7;264:25<br/><b>per (9)</b><br/>11:10;19:1;72:14;<br/>169:8;179:19,20;<br/>190:2;224:5;249:18<br/><b>percentage (6)</b><br/>20:11;103:24;<br/>104:11;234:4,7,8<br/><b>perception (1)</b><br/>117:13<br/><b>perfect (1)</b><br/>49:4<br/><b>perfectly (1)</b><br/>131:7<br/><b>performance (7)</b><br/>175:15;180:18;<br/>239:15,19,21,25;<br/>252:5<br/><b>performed (2)</b><br/>39:20;49:16<br/><b>performing (2)</b><br/>33:1;40:14<br/><b>period (8)</b><br/>72:1;78:11;132:3,<br/>4;157:11;214:3;<br/>252:6;254:18<br/><b>periods (2)</b><br/>207:18,19<br/><b>permanent (2)</b><br/>72:1;77:10<br/><b>permission (1)</b><br/>12:21<br/><b>permit (1)</b><br/>183:3<br/><b>permitted (1)</b><br/>179:18<br/><b>permitting (1)</b><br/>169:4<br/><b>Perry (1)</b><br/>230:22<br/><b>person (17)</b><br/>29:12;38:15;48:15;<br/>49:25;50:1,13;74:13;<br/>101:24;102:3;<br/>116:25;125:25;<br/>159:25;160:6;<br/>206:23;222:9;242:8;<br/>263:1<br/><b>personal (4)</b><br/>39:18;66:5;119:24;<br/>185:3<br/><b>personalization (1)</b><br/>138:21<br/><b>personalize (6)</b><br/>119:13;120:1;<br/>121:4;138:22;<br/>175:14,16<br/><b>personalized (16)</b><br/>111:12;119:10,17;<br/>174:13,17,19;177:23;</p> | <p>178:17,25;181:5;<br/>191:8;204:21;208:4,<br/>12,13;210:20<br/><b>personally (5)</b><br/>20:14;39:22,25;<br/>40:4;84:12<br/><b>personnel (2)</b><br/>74:4;77:22<br/><b>person's (1)</b><br/>201:19<br/><b>perspective (1)</b><br/>82:11<br/><b>persuasion (1)</b><br/>234:14<br/><b>Peter (1)</b><br/>176:25<br/><b>Peters (2)</b><br/>48:16,16<br/><b>petition (8)</b><br/>28:10;105:25;<br/>106:5;145:25;<br/>149:12;172:8;<br/>188:19;199:14<br/><b>Pfeffer (30)</b><br/>98:5,6;99:6,7;<br/>100:4,5;101:2,3;<br/>103:17;104:3,8,12,<br/>14,18,19;105:8;<br/>128:2,4;129:24;<br/>130:6;163:12;<br/>205:17;213:19;<br/>215:25;216:6,8;<br/>227:7,8,9,19<br/><b>Pfeffer's (1)</b><br/>212:4<br/><b>pharmacy (1)</b><br/>206:21<br/><b>philanthropic (1)</b><br/>193:18<br/><b>phone (5)</b><br/>66:14;228:22;<br/>229:23;230:6,25<br/><b>physically (6)</b><br/>56:7;59:19;160:12;<br/>169:3,6;186:8<br/><b>piano (2)</b><br/>119:20,20<br/><b>pick (2)</b><br/>68:8;85:11<br/><b>picking (1)</b><br/>145:8<br/><b>picture (1)</b><br/>104:10<br/><b>pie (1)</b><br/>223:2<br/><b>piece (9)</b><br/>85:8;193:16;<br/>194:11;207:3;211:7;<br/>220:17,19;223:2;<br/>257:19<br/><b>pieces (1)</b><br/>203:5<br/><b>Pierce (4)</b></p> |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>199:19;210:12;<br/>215:17;222:6<br/><b>pilot (5)</b><br/>174:12;175:21;<br/>191:5;205:20;213:1<br/><b>Piloting (2)</b><br/>174:16;175:25<br/><b>place (13)</b><br/>32:19;113:17;<br/>117:12;118:13;<br/>128:21;136:23;<br/>137:24;152:15;<br/>154:18;177:12;<br/>216:13;262:7,8<br/><b>places (1)</b><br/>40:5<br/><b>plan (10)</b><br/>123:12;161:19,23;<br/>177:12,14;178:18;<br/>194:22;202:20;<br/>210:21;217:8<br/><b>planned (2)</b><br/>104:14;207:14<br/><b>planning (7)</b><br/>45:25;107:7;<br/>149:25;162:8;200:7;<br/>201:17;250:11<br/><b>plans (6)</b><br/>135:6;162:4,25;<br/>163:6;194:4;221:12<br/><b>plant (2)</b><br/>112:14;155:20<br/><b>plate (1)</b><br/>137:3<br/><b>platform (6)</b><br/>174:19,19;175:12;<br/>208:4,13,17<br/><b>platforms (1)</b><br/>175:24<br/><b>play (3)</b><br/>64:22;119:21,21<br/><b>players (1)</b><br/>205:21<br/><b>playing (1)</b><br/>62:19<br/><b>playlists (2)</b><br/>174:23,25<br/><b>PLCs (3)</b><br/>113:24;133:4;<br/>211:21<br/><b>plea (2)</b><br/>93:19;95:16<br/><b>pleading (1)</b><br/>158:23<br/><b>please (18)</b><br/>9:10;42:5;54:1;<br/>60:17;64:22;67:13;<br/>81:16;92:3;143:5;<br/>148:9;151:15;<br/>192:21;219:2;<br/>223:12;228:2;<br/>232:25;261:5,7<br/><b>pleased (3)</b></p> | <p>174:7;218:12;<br/>233:8<br/><b>pleasure (2)</b><br/>11:20;41:23<br/><b>pled (2)</b><br/>94:2;96:19<br/><b>PLSB (28)</b><br/>29:16,19;30:1,10,<br/>11;33:25;34:1,18,21;<br/>35:9;39:2,3;45:5,6,<br/>13,17;53:12;55:18;<br/>56:20,21,23;62:20;<br/>69:23;71:21;72:9;<br/>78:13;79:4;88:16<br/><b>plural (1)</b><br/>53:18<br/><b>plus (1)</b><br/>187:22<br/><b>PM (7)</b><br/>65:16;67:16;69:5;<br/>144:11;228:10;<br/>257:3;266:25<br/><b>pocket (1)</b><br/>124:10<br/><b>point (30)</b><br/>6:18;15:13;19:14;<br/>20:9,12;41:3;42:19;<br/>45:23;61:6,13,14;<br/>62:22;78:21,24;79:7;<br/>83:9;84:9;85:18;<br/>87:24;114:12;<br/>116:16;127:4;<br/>140:25;141:13;<br/>186:6;232:19;235:2;<br/>236:1,8;260:25<br/><b>pointed (1)</b><br/>34:8<br/><b>points (3)</b><br/>53:4;131:17;<br/>234:17<br/><b>police (5)</b><br/>27:17;55:5;56:24;<br/>64:8,8<br/><b>policy (9)</b><br/>123:4;160:2,4;<br/>161:2,4;169:1,4,12;<br/>206:25<br/><b>poor (4)</b><br/>51:20;58:14;124:5;<br/>125:20<br/><b>popular (1)</b><br/>132:2<br/><b>population (11)</b><br/>21:17;171:8;<br/>177:16;182:2,6,20;<br/>204:2;209:19;<br/>233:24;238:15,20<br/><b>populations (1)</b><br/>113:10<br/><b>Port (2)</b><br/>109:15;126:3<br/><b>portal (1)</b><br/>31:14</p> | <p><b>portion (4)</b><br/>46:22;58:12;90:8;<br/>150:25<br/><b>portions (2)</b><br/>46:23;58:12<br/><b>pose (3)</b><br/>66:18;139:19;<br/>239:7<br/><b>position (4)</b><br/>6:21;32:17;76:15;<br/>134:19<br/><b>positions (2)</b><br/>77:1;154:2<br/><b>positive (10)</b><br/>48:4,7;50:11;<br/>51:18;74:15;83:13;<br/>108:23;156:4;193:8;<br/>194:22<br/><b>positively (1)</b><br/>177:5<br/><b>possess (1)</b><br/>180:6<br/><b>Possession (1)</b><br/>96:19<br/><b>possibilities (2)</b><br/>129:16;218:6<br/><b>possibility (2)</b><br/>158:2;207:6<br/><b>possible (4)</b><br/>51:18;145:15,16;<br/>245:12<br/><b>possibly (3)</b><br/>154:4;160:11;<br/>211:2<br/><b>post (1)</b><br/>259:18<br/><b>posted (2)</b><br/>260:14,22<br/><b>posting (1)</b><br/>259:20<br/><b>post-secondary (3)</b><br/>174:5;177:18;<br/>178:19<br/><b>potential (4)</b><br/>123:17;158:25;<br/>178:14;208:8<br/><b>poverty (3)</b><br/>20:18;125:19;<br/>233:22<br/><b>power (1)</b><br/>190:14<br/><b>powerful (3)</b><br/>81:11;140:6;<br/>193:19<br/><b>PowerPoint (1)</b><br/>146:8<br/><b>pox (1)</b><br/>27:15<br/><b>PPC (3)</b><br/>133:7,8;156:19<br/><b>PPTL (2)</b><br/>103:3,6<br/><b>practice (2)</b></p> | <p>15:10;190:7<br/><b>practices (2)</b><br/>74:3;207:1<br/><b>practicing (1)</b><br/>30:21<br/><b>precedent (1)</b><br/>44:18<br/><b>preclude (1)</b><br/>16:10<br/><b>predominantly (1)</b><br/>67:4<br/><b>prefer (2)</b><br/>9:2;254:22<br/><b>preference (2)</b><br/>66:25;257:5<br/><b>preferred (1)</b><br/>258:6<br/><b>pre-K (15)</b><br/>4:25;6:2,21;7:5,9;<br/>8:9,20;9:22;15:23;<br/>17:14;18:11;19:16,<br/>24;20:9;21:13<br/><b>prep (4)</b><br/>132:3;179:24;<br/>193:25;194:5<br/><b>prepare (5)</b><br/>88:18;136:3;<br/>152:13;237:7;249:24<br/><b>prepared (4)</b><br/>22:15;68:14;<br/>247:13;249:20<br/><b>Preparing (1)</b><br/>108:24<br/><b>preponderance (2)</b><br/>58:19;60:1<br/><b>presence (1)</b><br/>55:23<br/><b>present (12)</b><br/>8:25;41:8;45:17;<br/>104:5;146:7,8,10;<br/>169:3,6;176:7;232:4;<br/>250:12<br/><b>presentation (19)</b><br/>11:21;106:10;<br/>117:20;126:19,22;<br/>145:14;146:7;<br/>149:20;157:13;<br/>159:23;172:14;<br/>196:9;199:23;212:4;<br/>218:18;219:6;233:3;<br/>259:3;265:19<br/><b>presentations (3)</b><br/>45:19;259:7,14<br/><b>presented (7)</b><br/>11:24;17:18;34:24;<br/>157:24;224:18;<br/>253:24;255:15<br/><b>presenting (3)</b><br/>46:1;216:1;265:25<br/><b>president (2)</b><br/>33:9;109:4<br/><b>pressure (1)</b><br/>53:4</p> | <p><b>pretty (8)</b><br/>17:7;76:4,18;<br/>122:10;129:4;<br/>186:17;205:9;251:10<br/><b>prevent (1)</b><br/>132:16<br/><b>prevention (1)</b><br/>132:15<br/><b>prevents (1)</b><br/>227:14<br/><b>previous (1)</b><br/>72:8<br/><b>primarily (1)</b><br/>70:21<br/><b>primary (1)</b><br/>184:22<br/><b>Prince (1)</b><br/>228:21<br/><b>principal (22)</b><br/>74:7;78:1;85:14;<br/>106:9,11;108:14;<br/>114:5;117:11;146:6;<br/>149:20;150:18;<br/>151:12;155:15;<br/>163:25;172:17;<br/>173:15;183:18,24;<br/>199:21;200:21;<br/>228:22;229:23<br/><b>principals (4)</b><br/>108:14;113:23;<br/>133:3;240:8<br/><b>principles (1)</b><br/>201:12<br/><b>prior (12)</b><br/>6:9,15;29:17,21;<br/>32:10;33:8;42:1;<br/>56:25;59:9;67:2;<br/>83:10;260:15<br/><b>Prioritization (1)</b><br/>119:9<br/><b>priority (1)</b><br/>17:23<br/><b>prison (2)</b><br/>9:15;95:19<br/><b>privacy (2)</b><br/>65:20;66:8<br/><b>private (3)</b><br/>247:22;250:23;<br/>251:1<br/><b>probably (24)</b><br/>16:9;28:12;34:10;<br/>52:8;76:23;90:5;<br/>104:5;114:9;119:10;<br/>120:20;126:9;<br/>128:21;172:18;<br/>189:17;220:2;221:5,<br/>7;235:9;241:22;<br/>243:9;252:19;<br/>256:22;259:8;265:2<br/><b>probation (32)</b><br/>31:12;32:3,6;<br/>36:13,21;37:4;38:6,8,<br/>9,13,14,15,20;39:3,8;</p> |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>40:11;52:17;53:1;<br/>54:15;59:24;71:25;<br/>72:2;77:4;80:4;<br/>82:12;83:18;84:23,<br/>24;93:22;96:24;97:1;<br/>261:19<br/><b>probationary (7)</b><br/>74:20;75:2;76:21;<br/>78:11;82:20;147:11,<br/>19<br/><b>problem (8)</b><br/>18:5;39:19;116:5;<br/>160:8;165:1;171:7;<br/>236:13;247:1<br/><b>problematic (2)</b><br/>76:2;77:15<br/><b>Procedures (4)</b><br/>88:25;232:14,16,<br/>259:12<br/><b>proceed (6)</b><br/>43:6;64:16;65:20;<br/>148:9;178:6;233:1<br/><b>proceeding (1)</b><br/>199:7<br/><b>process (19)</b><br/>15:9;30:1,2;31:3;<br/>37:15;44:18;79:1;<br/>98:9,11;100:6;<br/>101:17;102:6;<br/>106:18;109:24;<br/>111:19;120:16;<br/>216:5;232:12;247:11<br/><b>procurement (1)</b><br/>15:9<br/><b>produce (1)</b><br/>104:4<br/><b>product (2)</b><br/>50:4;174:13<br/><b>productive (1)</b><br/>154:7<br/><b>profanity (2)</b><br/>55:23;84:6<br/><b>profession (2)</b><br/>163:19;203:17<br/><b>PROFESSIONAL (19)</b><br/>4:7;10:3,8,13;17:2;<br/>18:24;23:11;25:1,4,<br/>16;39:14;59:5,8;<br/>97:23;99:1,24;<br/>102:24;188:6;205:3<br/><b>professionals (2)</b><br/>112:7;180:5<br/><b>proficient (3)</b><br/>6:22;234:4,9<br/><b>program (32)</b><br/>4:25;12:12,14,22;<br/>14:22;15:4;16:11;<br/>19:10,16;21:8;50:9;<br/>102:10;108:13,15;<br/>112:1;115:6,6;<br/>116:15;117:4;<br/>120:20,22;124:6;<br/>175:20,21;179:13;</p> | <p>180:23;190:15;<br/>201:1,20;202:17;<br/>212:17;220:18<br/><b>programming (1)</b><br/>8:5<br/><b>programs (21)</b><br/>8:10,17;11:8;12:9,<br/>19;14:18;15:18,22,<br/>23;19:7;20:24,24,<br/>21:15;24:16;40:6;<br/>115:9;152:15;155:4,<br/>22;157:5;238:18<br/><b>progress (10)</b><br/>234:1,10,10,11;<br/>236:20,22;237:1;<br/>240:23;241:13,13<br/><b>progression (2)</b><br/>179:9;180:23<br/><b>project (4)</b><br/>213:1;222:21,22;<br/>223:1<br/><b>projected (2)</b><br/>183:7;250:13<br/><b>projects (6)</b><br/>174:23;175:1,8,11,<br/>12,13<br/><b>promote (1)</b><br/>154:25<br/><b>proof (6)</b><br/>32:13;47:4;53:20;<br/>58:17;59:25;60:2<br/><b>proper (1)</b><br/>102:3<br/><b>properly (1)</b><br/>182:1<br/><b>PROPOSAL (10)</b><br/>29:17,21;31:25;<br/>32:15;33:10,17;37:3;<br/>202:19,21;248:16<br/><b>proposed (1)</b><br/>31:10<br/><b>proposing (1)</b><br/>36:11<br/><b>protected (1)</b><br/>201:16<br/><b>protocol (1)</b><br/>241:25<br/><b>proud (1)</b><br/>174:11<br/><b>proven (1)</b><br/>80:9<br/><b>provide (16)</b><br/>23:13;30:9;108:21;<br/>111:12;152:8;<br/>154:24;155:21;<br/>156:5;173:25;<br/>175:16;177:7,15;<br/>181:4;183:14,18;<br/>201:16<br/><b>provided (8)</b><br/>11:22;27:5;31:11;<br/>47:16;56:24;66:1;<br/>127:3;177:18</p> | <p><b>provides (2)</b><br/>27:25;175:12<br/><b>providing (5)</b><br/>109:10;149:8;<br/>155:22;173:18;<br/>180:21<br/><b>provision (2)</b><br/>160:1,5<br/><b>provisional (4)</b><br/>102:11,14,23;<br/>103:3<br/><b>provisions (3)</b><br/>128:7;159:21;<br/>176:5<br/><b>provoked (2)</b><br/>55:25;60:7<br/><b>public (29)</b><br/>81:19;82:7;106:1,<br/>22;121:25;122:12;<br/>146:25;158:19;<br/>173:13;174:14;<br/>175:18;176:5,7,17;<br/>177:11;179:11;<br/>182:19;228:12;<br/>229:15;230:17;<br/>231:18;256:2;<br/>258:23;259:2;260:8,<br/>11;261:10;264:5,6<br/><b>publicly (1)</b><br/>52:4<br/><b>Pulaski (3)</b><br/>93:20;102:5;<br/>213:22<br/><b>pull (5)</b><br/>125:23;210:24;<br/>211:3;222:15;253:15<br/><b>pulled (1)</b><br/>63:10<br/><b>pulling (1)</b><br/>246:1<br/><b>pumped (1)</b><br/>187:15<br/><b>punched (1)</b><br/>64:6<br/><b>punishment (1)</b><br/>83:15<br/><b>punitive (1)</b><br/>74:14<br/><b>purchase (1)</b><br/>8:22<br/><b>purpose (7)</b><br/>67:22;107:24;<br/>111:11;150:19;<br/>173:10;185:13;<br/>219:17<br/><b>purposes (1)</b><br/>81:16<br/><b>pursuant (2)</b><br/>176:3;236:19<br/><b>pursuing (1)</b><br/>31:3<br/><b>push (1)</b><br/>161:5</p> | <p><b>pushed (4)</b><br/>55:21;56:16;60:7;<br/>62:17<br/><b>pushing (2)</b><br/>59:17;161:14<br/><b>put (33)</b><br/>9:14;27:19;28:1;<br/>31:8;75:12;78:6;<br/>90:12;113:17,17;<br/>114:7,12;116:2,2,22;<br/>118:2;125:24;126:7;<br/>128:7;129:1,4;<br/>133:16,22;136:18;<br/>141:12,15;210:14,22;<br/>242:17,24;247:5;<br/>248:16;261:18;<br/>262:17<br/><b>putting (12)</b><br/>20:15;32:17;<br/>116:22;117:18,19,19;<br/>129:21;133:24;<br/>189:15;211:2;<br/>215:22;221:11</p> | <p><b>radar (1)</b><br/>124:5<br/><b>raise (5)</b><br/>67:13;107:9;150:1;<br/>172:25;200:9<br/><b>raised (1)</b><br/>155:25<br/><b>raises (1)</b><br/>75:25<br/><b>randomly (1)</b><br/>63:7<br/><b>range (1)</b><br/>38:1<br/><b>rare (1)</b><br/>113:19<br/><b>rate (5)</b><br/>109:21;118:21;<br/>123:22,24;242:14<br/><b>rates (3)</b><br/>177:15;178:18;<br/>242:9<br/><b>rather (3)</b><br/>76:6;78:18;252:7<br/><b>rating (3)</b><br/>15:15;18:7;23:7<br/><b>rationale (3)</b><br/>58:23;177:6;<br/>183:19<br/><b>rationalizing (1)</b><br/>80:24<br/><b>re- (1)</b><br/>15:11<br/><b>reach (7)</b><br/>115:19;201:1,13,<br/>15;203:9;208:8;<br/>217:16<br/><b>reached (1)</b><br/>241:11<br/><b>reaches (2)</b><br/>240:24;241:10<br/><b>reaching (1)</b><br/>77:22<br/><b>read (8)</b><br/>72:22;160:21;<br/>161:6;189:16;<br/>212:24;218:17;<br/>239:13;245:20<br/><b>readily (1)</b><br/>182:7<br/><b>readiness (1)</b><br/>174:5<br/><b>reading (6)</b><br/>11:1;79:17;189:14;<br/>215:17,19;237:13<br/><b>ready (28)</b><br/>22:13;28:3;110:3,<br/>4,10,10,15,19,21,23;<br/>111:2,5,5,8,9;112:1;<br/>120:16,17,17,18;<br/>139:17;148:6;154:5;<br/>204:5,6;221:13;<br/>241:15;253:23<br/><b>real (10)</b></p> |
| <b>Q</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <p><b>qualifications (2)</b><br/>134:10,13<br/><b>qualified (7)</b><br/>73:21;102:3;<br/>153:10,16;156:9,10;<br/>207:2<br/><b>quality (7)</b><br/>4:25;7:23;8:4;<br/>15:3;19:11;20:24;<br/>22:25<br/><b>quarterly (3)</b><br/>158:3;161:12,14<br/><b>quick (8)</b><br/>76:6;119:16;<br/>138:24;139:20,20;<br/>161:7;194:10;196:6<br/><b>quickly (1)</b><br/>187:6<br/><b>quieten (1)</b><br/>83:8<br/><b>quit (2)</b><br/>204:8;217:3<br/><b>quite (3)</b><br/>62:17;127:2;205:8<br/><b>quorum (1)</b><br/>153:4<br/><b>quote (9)</b><br/>20:22;32:13;47:4;<br/>48:4,9,24;50:24;<br/>53:6;247:19<br/><b>quoted (2)</b><br/>62:21;134:10</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>R</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <p><b>race (1)</b><br/>125:19</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>10:21;20:23;83:11;<br/>126:2;134:6;161:7;<br/>162:1;177:17;<br/>180:20;196:6<br/><b>reality (1)</b><br/>246:9<br/><b>realization (1)</b><br/>101:24<br/><b>realize (5)</b><br/>17:3;74:8;75:16;<br/>213:11;247:4<br/><b>realized (2)</b><br/>102:13;186:18<br/><b>realizes (1)</b><br/>27:23<br/><b>reallocated (2)</b><br/>14:20,23<br/><b>really (56)</b><br/>4:23;6:17,25;<br/>11:21;13:25;22:3,17;<br/>33:23;34:8;41:18;<br/>53:9;66:20;77:2;<br/>79:20;110:6;122:2,<br/>23;126:19,20;<br/>128:10;131:6;<br/>138:23,24;139:13;<br/>147:6;158:3;161:18;<br/>163:10;165:4;171:7;<br/>177:4;183:9;184:11;<br/>186:13,22;187:1,4;<br/>189:4;191:6,9;<br/>194:13;204:9,24;<br/>205:6;212:10;216:8;<br/>217:14,21;227:10;<br/>233:17,20;234:14;<br/>238:24;244:24;<br/>252:5,6<br/><b>reason (10)</b><br/>31:6;35:10;74:18;<br/>78:10;138:2;151:23;<br/>167:21;207:7;<br/>212:10;241:14<br/><b>reasonable (5)</b><br/>35:1,14;40:15;<br/>56:2;80:22<br/><b>reasons (8)</b><br/>34:2;54:12;151:5;<br/>182:15;187:19;<br/>233:14;240:19,21<br/><b>reassigned (1)</b><br/>103:1<br/><b>rebuttal (4)</b><br/>60:22,25;107:2;<br/>233:4<br/><b>recall (1)</b><br/>193:2<br/><b>receive (5)</b><br/>38:16;153:18;<br/>180:14;192:2;215:8<br/><b>received (14)</b><br/>14:21;34:19,20,21;<br/>52:5;55:14;59:11;<br/>62:9;95:24;98:7;</p> | <p>99:8;100:7;255:9;<br/>264:6<br/><b>receives (1)</b><br/>38:15<br/><b>recently (3)</b><br/>123:15;187:7;<br/>216:5<br/><b>recess (3)</b><br/>64:25;65:6,12<br/><b>recognize (5)</b><br/>67:9;105:13;<br/>110:25;179:7;239:17<br/><b>recognized (20)</b><br/>4:13;26:24;29:22;<br/>45:10;46:3;54:18;<br/>63:16;92:24;98:5;<br/>105:21;107:18;<br/>145:22;150:8;172:5;<br/>228:19;230:23;<br/>238:9;261:16;<br/>263:25;265:19<br/><b>recommend (1)</b><br/>67:8<br/><b>Recommend (11)</b><br/>86:22,23,23;87:3,5,<br/>14,15;99:10,14;<br/>100:8;126:6<br/><b>recommendation (36)</b><br/>27:3;31:5;32:1,3,7,<br/>11,22,24;35:9,15,17,<br/>18;40:19;46:11;49:9;<br/>54:13;57:11,14,25;<br/>72:9,16,17;73:9;78:9,<br/>25;88:16;89:10,12,<br/>18;90:24;91:2;97:5,<br/>22;98:2,25;99:23<br/><b>RECOMMENDATIONS (5)</b><br/>45:6,9;79:12;80:3,<br/>14<br/><b>recommended (11)</b><br/>34:25;35:15;37:2;<br/>39:12;54:4;58:1;<br/>59:3;60:16;72:5,21;<br/>88:17<br/><b>recommending (2)</b><br/>98:12;101:8<br/><b>recommends (2)</b><br/>30:12;47:8<br/><b>reconnect (1)</b><br/>6:10<br/><b>reconsider (1)</b><br/>238:23<br/><b>reconvene (8)</b><br/>26:12;65:18;66:22;<br/>67:6;68:7;69:7;<br/>144:10;228:8<br/><b>record (17)</b><br/>30:17;34:20;39:7;<br/>65:15;81:16;88:7;<br/>107:25;150:12;<br/>153:20;170:9;<br/>176:15;198:2;205:1;<br/>210:11;219:9;237:5;</p> | <p>248:12<br/><b>recorded (2)</b><br/>46:20;58:10<br/><b>recover (1)</b><br/>186:3<br/><b>recruitment (1)</b><br/>13:2<br/><b>recuperating (1)</b><br/>108:10<br/><b>redefining (2)</b><br/>110:3;120:16<br/><b>RedefiningReadycom (1)</b><br/>140:5<br/><b>redraw (1)</b><br/>164:25<br/><b>reduced (3)</b><br/>109:21;123:22;<br/>200:22<br/><b>redundant (1)</b><br/>154:17<br/><b>refer (1)</b><br/>176:25<br/><b>referenced (2)</b><br/>33:15;251:18<br/><b>refining (1)</b><br/>108:19<br/><b>reflect (3)</b><br/>62:14;90:14;<br/>217:19<br/><b>reflected (3)</b><br/>56:22;58:14;<br/>248:24<br/><b>reflecting (1)</b><br/>80:24<br/><b>reflections (5)</b><br/>31:19,22;38:12;<br/>88:18;90:7<br/><b>regard (11)</b><br/>9:15;33:14,15;<br/>57:1;79:6;92:10;<br/>118:2;159:8,10;<br/>253:24;257:22<br/><b>regarded (1)</b><br/>48:20<br/><b>regarding (7)</b><br/>5:9;8:2;33:24;<br/>53:15;88:6;216:2;<br/>239:15<br/><b>regards (40)</b><br/>12:2;24:2,14;25:1;<br/>32:2;43:14,17;65:19;<br/>67:24,25;69:14;<br/>90:10,22,24;91:2,12,<br/>16;98:3;99:13;<br/>100:11;142:6,18;<br/>143:19;145:13;<br/>166:10,24;167:1;<br/>168:5,17;170:11;<br/>196:4,20;197:2;<br/>229:19;231:22;<br/>248:1,23;249:11;<br/>261:14;263:9<br/><b>register (2)</b></p> | <p>93:21;95:18<br/><b>Registry (5)</b><br/>27:20,24;28:2,5;<br/>180:11<br/><b>regret (1)</b><br/>82:9<br/><b>regrets (1)</b><br/>261:6<br/><b>regs (4)</b><br/>128:19,24;129:1,5<br/><b>regular (7)</b><br/>114:16;152:17;<br/>158:15;159:9;163:4;<br/>201:15;237:10<br/><b>regulations (1)</b><br/>173:24<br/><b>re-hire (1)</b><br/>102:8<br/><b>reinforce (1)</b><br/>178:22<br/><b>reinforcement (1)</b><br/>83:13<br/><b>Reinhart (3)</b><br/>95:9,10,12<br/><b>reiterate (1)</b><br/>241:9<br/><b>reiteration (1)</b><br/>90:22<br/><b>REITH (420)</b><br/>4:9,16;9:1,4,7;<br/>11:19;13:15;14:4;<br/>22:22;23:22;24:7,11,<br/>18,23;25:5,7,11,20,<br/>24;26:6,11,17;27:10;<br/>28:15,22;29:2,6,9,14,<br/>18;30:16;33:19;<br/>34:13;36:6,19;38:18;<br/>41:23;42:4,18,23;<br/>43:2,5,8,12,23;44:9,<br/>13,21;45:2,7,22;46:2;<br/>53:22,24;54:17;<br/>60:19;61:2,4,9,12,19,<br/>21,23;63:15,18;<br/>64:11,15,18,23;65:1,<br/>5,10,12,14,17;66:9,<br/>17;67:17;69:6,21;<br/>70:10;71:4,16;72:7,<br/>13,25;73:4,7,11,14,<br/>16;74:23;75:18;<br/>78:13,20;79:6;80:16,<br/>20;81:15;82:24;<br/>84:19;85:3,7,18,23,<br/>25;86:4,9,12,24;87:1,<br/>4,7,11,15,18,21;<br/>88:14;89:3,6,11,14,<br/>16,23;90:9,17,20;<br/>91:10,19,21,25;92:2,<br/>9,17,21;93:2,7;94:11,<br/>15,21,25;96:3,8,10,<br/>14;97:4,7,10,14,18;<br/>98:1,15,17,20,23;<br/>99:4,12,17,21;100:2,<br/>10,13,15,19,24;</p> | <p>103:16;104:19,25;<br/>105:2,6,11;106:17,<br/>21;107:5,15,23;<br/>121:6,12;125:4,11;<br/>126:13;131:9;133:9;<br/>134:22;138:6;139:6,<br/>15,19,25;140:3,10,<br/>14,16,20,23;141:9,<br/>16;142:2,10,12,16,<br/>22,24;143:3,5,11,13,<br/>17,23,25;144:4,8,12,<br/>19,21,24;145:1,4,6,9,<br/>11,19;146:11,16;<br/>148:1,8,13,17,24;<br/>149:3,21,24;150:7,<br/>11;157:14,20;159:6;<br/>160:19;164:15;<br/>165:6,10,18;166:7,<br/>22;167:3,8,24;168:9,<br/>11,15,22;169:16,20;<br/>170:1,3,7,9,15,18,22,<br/>25;171:17,20;172:2,<br/>20,23;173:5;176:14;<br/>183:21;188:11,15,21;<br/>191:13;194:8,19,24;<br/>195:2,4,6,24;196:7,<br/>25;197:6,8,12,19,23;<br/>198:2,10,14,21,25;<br/>199:6;200:2,6,14;<br/>210:10;211:24;<br/>214:1,9;215:14,20;<br/>217:24;219:16;<br/>221:3;223:9,15,20;<br/>224:12,19,23;225:1,<br/>7,10,14,23;226:2,6,<br/>13,17,24;227:8,20,<br/>25;228:5,14;229:2,8,<br/>12,17;230:3,7,10,14,<br/>19;231:5,10,12,20;<br/>232:8,20,25;233:7;<br/>237:15,21,24;238:2,<br/>6;239:2,10;240:16,<br/>18;241:18;244:7;<br/>245:3,16;246:3,12;<br/>247:17,24;248:4,7,<br/>10,12,21;249:7,16;<br/>251:8,13,16,25;<br/>252:13,23;253:10;<br/>254:9,13,15,17,24;<br/>255:8,20;256:4,7,12,<br/>21;257:6,18;258:6,<br/>10,16;259:7,11,13;<br/>260:12,16,20,23;<br/>261:12;262:1,21;<br/>263:7,11,13,16,22;<br/>264:11,16,20,23;<br/>265:6,9,12,18;266:1,<br/>7,9,11,13,17,23<br/><b>reject (5)</b><br/>32:24;42:7,8;49:9;<br/>54:12<br/><b>rejected (1)</b><br/>57:15</p> |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>related (4)</b><br/>34:21,22;57:14;<br/>101:21</p> <p><b>relates (1)</b><br/>216:1</p> <p><b>relationship (8)</b><br/>5:10;39:11,14,15;<br/>59:5,8;202:13;<br/>259:25</p> <p><b>Relationships (5)</b><br/>31:17;108:23;<br/>222:1,2,3</p> <p><b>relative (1)</b><br/>108:23</p> <p><b>relatively (3)</b><br/>214:15;252:20,21</p> <p><b>relevant (1)</b><br/>109:13</p> <p><b>relied (2)</b><br/>35:3;235:5</p> <p><b>relocated (1)</b><br/>240:6</p> <p><b>relying (1)</b><br/>215:10</p> <p><b>remaining (4)</b><br/>8:15;10:16;11:9,15</p> <p><b>remains (1)</b><br/>8:9</p> <p><b>remarks (6)</b><br/>121:13,15;125:6;<br/>148:3;188:16,20</p> <p><b>remediated (2)</b><br/>213:8,10</p> <p><b>remember (4)</b><br/>36:12;59:10;<br/>125:19;184:2</p> <p><b>remind (5)</b><br/>72:15;106:18;<br/>228:23;256:4;260:9</p> <p><b>reminded (2)</b><br/>73:8;212:6</p> <p><b>reminder (3)</b><br/>125:14;200:17;<br/>248:22</p> <p><b>remotely (2)</b><br/>169:6;193:3</p> <p><b>remove (2)</b><br/>74:12;77:24</p> <p><b>removed (1)</b><br/>28:12</p> <p><b>removes (1)</b><br/>82:4</p> <p><b>renewal (3)</b><br/>15:12;28:7;95:8</p> <p><b>renewed (5)</b><br/>28:3,4,9,14;181:18</p> <p><b>reordering (1)</b><br/>68:12</p> <p><b>repaid (3)</b><br/>98:9;99:9;100:7</p> <p><b>repayment (5)</b><br/>98:13;99:10,15;<br/>100:9,12</p> | <p><b>repealed (4)</b><br/>141:3,7;196:19;<br/>223:17</p> <p><b>Repeatedly (1)</b><br/>52:18</p> <p><b>replace (1)</b><br/>74:16</p> <p><b>replacement (1)</b><br/>78:22</p> <p><b>replicate (2)</b><br/>147:4;179:2</p> <p><b>replication (1)</b><br/>180:1</p> <p><b>report (12)</b><br/>5:7;6:13;52:25;<br/>55:5,18;64:9;100:21,<br/>25;103:23;104:3,15,<br/>23</p> <p><b>reported (1)</b><br/>35:24</p> <p><b>reporter (2)</b><br/>173:10;200:19</p> <p><b>REPORTER'S (2)</b><br/>84:1;157:18</p> <p><b>reporting (1)</b><br/>261:22</p> <p><b>reports (6)</b><br/>221:9;261:19;<br/>262:13,14,17,17</p> <p><b>represent (2)</b><br/>233:9;253:23</p> <p><b>Representative (12)</b><br/>105:14,17,18;<br/>106:13;108:4;<br/>121:14,15,17,19;<br/>125:5,21;228:21</p> <p><b>representatives (10)</b><br/>5:19;94:13;106:3;<br/>145:23;149:10;<br/>172:7;199:13;232:4,<br/>11;261:22</p> <p><b>represented (1)</b><br/>27:23</p> <p><b>representing (2)</b><br/>4:19,22</p> <p><b>represents (3)</b><br/>30:9;78:25;234:7</p> <p><b>reprimand (6)</b><br/>52:22;53:8;55:13;<br/>57:3;59:11;71:25</p> <p><b>reprimanded (1)</b><br/>55:17</p> <p><b>request (50)</b><br/>16:4;26:15,22;<br/>27:1;93:12,25;101:7;<br/>105:9;142:7,18;<br/>143:7;145:17,21;<br/>149:1,4;150:20,22;<br/>152:23;154:9,19;<br/>158:1;160:21;168:6,<br/>18;169:14,22,24;<br/>170:11,16;171:25;<br/>173:20,21;176:3,8;</p> | <p>177:6;178:20;<br/>183:15,19;197:14;<br/>198:5;199:4,7;<br/>228:13;229:1,16;<br/>230:2,17;233:10;<br/>237:9;264:10</p> <p><b>requested (12)</b><br/>40:19;41:1;45:12;<br/>57:15;141:2;149:16;<br/>172:12;177:19;<br/>183:14;211:10;<br/>223:14,18</p> <p><b>requesting (9)</b><br/>106:7;135:9;139:3;<br/>146:4;151:23;<br/>152:10;182:5;<br/>199:17;207:14</p> <p><b>requests (9)</b><br/>32:2;113:12;<br/>124:19;138:9;167:1;<br/>172:3;180:1;216:9;<br/>250:18</p> <p><b>require (8)</b><br/>23:11;31:12,18;<br/>38:10;59:2;72:4;<br/>175:25;257:11</p> <p><b>required (6)</b><br/>31:21;60:1;93:21;<br/>95:18;180:9;261:21</p> <p><b>requirement (3)</b><br/>60:2;178:21;<br/>234:25</p> <p><b>requirements (5)</b><br/>147:10,16;178:2;<br/>207:15;256:2</p> <p><b>requires (2)</b><br/>177:1;223:22</p> <p><b>Research (9)</b><br/>7:8;165:10;166:5;<br/>171:23;172:17;<br/>173:16;181:23;<br/>182:1,3</p> <p><b>research-based (1)</b><br/>140:8</p> <p><b>researched (1)</b><br/>182:25</p> <p><b>re-shift (1)</b><br/>217:16</p> <p><b>reside (1)</b><br/>106:2</p> <p><b>residency (1)</b><br/>209:25</p> <p><b>resident (1)</b><br/>238:14</p> <p><b>resolution (1)</b><br/>171:10</p> <p><b>resolutions (1)</b><br/>235:21</p> <p><b>resolved (2)</b><br/>82:4;177:20</p> <p><b>resource (2)</b><br/>181:22;209:21</p> <p><b>resources (3)</b></p> | <p>8:3;180:24;181:1</p> <p><b>respect (5)</b><br/>50:1;51:9;182:21;<br/>228:15;234:16</p> <p><b>respected (2)</b><br/>74:9;184:17</p> <p><b>respectful (1)</b><br/>145:15</p> <p><b>respectfully (3)</b><br/>176:2;233:10;<br/>237:9</p> <p><b>respective (1)</b><br/>31:19</p> <p><b>respects (1)</b><br/>50:20</p> <p><b>respond (5)</b><br/>53:10;61:11;95:22;<br/>97:3;255:18</p> <p><b>responded (3)</b><br/>50:8;51:17;250:17</p> <p><b>response (7)</b><br/>59:20;76:6;94:3;<br/>115:17;250:19;<br/>254:25;255:6</p> <p><b>responsibilities (2)</b><br/>70:25;79:22</p> <p><b>responsibility (6)</b><br/>76:10;81:19;82:8;<br/>186:20;201:19;<br/>227:17</p> <p><b>responsible (6)</b><br/>31:23;56:14;76:13;<br/>124:25;221:10,11</p> <p><b>rest (2)</b><br/>57:9;214:24</p> <p><b>restorative (2)</b><br/>75:13;82:22</p> <p><b>restore (1)</b><br/>78:8</p> <p><b>restrained (2)</b><br/>56:11;59:19</p> <p><b>restricted (2)</b><br/>115:4;116:5</p> <p><b>restrictions (2)</b><br/>115:13;117:21</p> <p><b>restructure (1)</b><br/>174:2</p> <p><b>restructuring (1)</b><br/>174:4</p> <p><b>result (2)</b><br/>38:3;153:17</p> <p><b>results (2)</b><br/>123:7;253:18</p> <p><b>resume (2)</b><br/>144:12;228:9</p> <p><b>retain (1)</b><br/>203:13</p> <p><b>retaking (1)</b><br/>185:19</p> <p><b>retarded (1)</b><br/>53:3</p> <p><b>retiring (1)</b><br/>154:2</p> | <p><b>return (6)</b><br/>6:14;7:8,11,13;<br/>26:9;101:25</p> <p><b>returned (1)</b><br/>8:20</p> <p><b>returns (1)</b><br/>5:7</p> <p><b>revealed (2)</b><br/>91:15;182:15</p> <p><b>revenues (2)</b><br/>236:6,9</p> <p><b>Reverend (3)</b><br/>49:20,25;50:8</p> <p><b>reverse (1)</b><br/>93:4</p> <p><b>REVIEW (59)</b><br/>29:17,22;30:13;<br/>34:22;35:1;42:9,17;<br/>45:5,13;55:4,4;66:3,<br/>4;68:4;69:13;181:14,<br/>16;228:24,24;229:4,<br/>4,6,25;230:1,1,5;<br/>231:2,3,8,18;232:6,6;<br/>233:10,15,18;236:23;<br/>239:5,5,14;240:2,10,<br/>11,20;241:16;244:20,<br/>22;245:6;246:24;<br/>248:2,2,3,14,17;<br/>261:10,24,25;263:9,<br/>9,10</p> <p><b>reviewed (5)</b><br/>42:23;55:18;<br/>156:20;242:3;245:24</p> <p><b>reviewing (3)</b><br/>55:19;67:7;246:1</p> <p><b>reviews (1)</b><br/>251:2</p> <p><b>revision (2)</b><br/>17:17,20</p> <p><b>revisit (2)</b><br/>29:19;110:16</p> <p><b>revocation (10)</b><br/>72:1;92:19,22;<br/>93:12,25;94:23;95:1;<br/>96:12,15;97:5</p> <p><b>revoke (9)</b><br/>94:8,9;95:9,25;<br/>97:12;232:2;233:12;<br/>234:16;235:24</p> <p><b>revoking (1)</b><br/>245:25</p> <p><b>RICE (2)</b><br/>97:25;98:4</p> <p><b>Richards (1)</b><br/>49:21</p> <p><b>Richardson (3)</b><br/>49:21,25;50:8</p> <p><b>richness (1)</b><br/>5:22</p> <p><b>rid (1)</b><br/>237:13</p> <p><b>RIDGE (15)</b><br/>105:10;106:3;</p> |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 107:17;108:2,21;<br>109:19;120:9;121:5;<br>122:18;126:1;<br>130:21;142:9;<br>143:10,22;144:6<br><b>right (80)</b><br>6:13;7:6;8:6;13:3;<br>17:6;34:10;36:4,15;<br>38:23;39:4;41:6;<br>44:6;57:16;64:10;<br>65:5;67:12;68:2;<br>70:6;74:17;76:25;<br>77:12,20;78:22;<br>82:17;84:14;87:10;<br>90:2;93:6;102:22;<br>107:4,9;110:16;<br>115:8,14;116:7;<br>117:20;122:15;<br>123:14;129:17,22;<br>135:22;141:16;<br>147:22,22;150:1;<br>157:1,17;158:20;<br>160:23;161:8,11;<br>163:17;164:5;165:3;<br>169:11;173:1;184:6;<br>185:8;188:6;189:13;<br>191:24;192:1,14;<br>195:4;200:9;207:5;<br>217:5;218:21;<br>219:10;222:17,17;<br>232:13,25;241:14;<br>242:1,4,10;243:5;<br>253:13;255:16<br><b>rigorous (1)</b><br>109:13<br><b>RISE (4)</b><br>11:1;17:25;18:1;<br>22:7<br><b>Ritter (3)</b><br>34:14;60:20;92:5<br><b>Ritter- (1)</b><br>72:14<br><b>Ritter-Harris (2)</b><br>63:15;91:13<br><b>road (2)</b><br>188:4;256:13<br><b>ROCK (31)</b><br>199:5,8,12,20,22;<br>200:16,21,25;201:2,<br>8,24;203:7;204:3;<br>206:6,24,25;209:20;<br>210:15;211:6,9;<br>212:7,11;213:20;<br>228:2;231:19;<br>233:20;234:11;<br>238:13;241:1;<br>242:16;261:11<br><b>Rockbridge (7)</b><br>214:13,16,18;<br>261:11,15,22;262:6<br><b>Rodgers (1)</b><br>199:24<br><b>Rogers (3)</b> | 101:15;230:18,21<br><b>role (22)</b><br>5:20;33:8;50:11,<br>17,24;51:8,18;70:15,<br>17,22;73:21;74:9,15;<br>75:22,24;76:1,2,4;<br>136:11;137:5;<br>139:14;242:19<br><b>roles (2)</b><br>136:2,3<br><b>roll (2)</b><br>196:16;210:6<br><b>rolling (1)</b><br>208:15<br><b>Ron (3)</b><br>173:14;183:17,23<br><b>roof (1)</b><br>147:8<br><b>room (4)</b><br>209:17;210:22;<br>222:11;238:7<br><b>rose (1)</b><br>234:5<br><b>rough (1)</b><br>185:20<br><b>rough-housing (1)</b><br>53:6<br><b>route (4)</b><br>123:11;124:20,21;<br>139:21<br><b>routes (2)</b><br>122:14;185:1<br><b>row (1)</b><br>112:15<br><b>RTI (2)</b><br>115:16;126:10<br><b>rubric (1)</b><br>205:10<br><b>ruins (1)</b><br>77:19<br><b>rule (2)</b><br>236:14;244:21<br><b>rules (16)</b><br>128:19,23;129:1,4;<br>130:7;131:4;159:9;<br>176:4,6;179:19;<br>239:22;263:20,24;<br>264:4,9,14<br><b>run (2)</b><br>17:9;232:12<br><b>running (1)</b><br>80:25<br><b>rural (2)</b><br>108:7;112:21<br><b>Russellville (4)</b><br>14:12;46:17;54:24;<br>58:7 | 242:13<br><b>safety-net (1)</b><br>132:17<br><b>sake (1)</b><br>18:18<br><b>salary (4)</b><br>153:25;154:1;<br>236:11,12<br><b>same (37)</b><br>14:17;18:11;21:9;<br>23:19;38:7,17;40:13;<br>46:12;47:10;58:2;<br>62:3;63:6;66:19;<br>92:12;99:7;100:5;<br>125:9;130:10;147:8;<br>148:24;151:20;<br>152:2;160:8;176:1;<br>181:16,19;182:13,23;<br>183:2;187:18;<br>190:17,18;195:18;<br>202:11;211:10;<br>214:20;259:10<br><b>sanction (20)</b><br>42:10;52:6;54:14;<br>57:12;58:1,16;60:12,<br>18;71:24;72:2;78:7;<br>88:11,24;89:2,10;<br>90:2,5,7,10,22<br><b>sanctioning (1)</b><br>38:22<br><b>Saracini (19)</b><br>199:21;203:4,6,6;<br>207:10;209:13;<br>218:24;219:8,11,19,<br>25;220:2,7,9,12,15,<br>23;222:6;224:21<br><b>Sarah (1)</b><br>254:2<br><b>Saturday (1)</b><br>188:4<br><b>sauté (1)</b><br>114:24<br><b>saved (1)</b><br>124:11<br><b>savings (1)</b><br>153:23<br><b>saw (8)</b><br>9:13;55:6,7;76:8;<br>84:11;151:18,20;<br>244:19<br><b>saying (18)</b><br>20:9;34:18;37:22;<br>74:5,17,17;76:15;<br>77:23,24;78:5;82:5;<br>213:4;220:13;<br>241:25;243:5;<br>244:24;246:9;255:2<br><b>scale (9)</b><br>15:16;18:7;23:7;<br>172:11;180:12,13;<br>191:6;198:17,18<br><b>scenario (1)</b><br>100:6 | <b>schedule (23)</b><br>114:3;115:1,23;<br>116:6,9;135:3,24;<br>139:9;143:8,10;<br>145:3;149:13;<br>153:25;154:1;162:2;<br>168:6,8;172:9;<br>178:13;199:15;<br>207:25;208:2;251:19<br><b>scheduling (14)</b><br>114:7;177:20;<br>196:5;197:3,5;203:9;<br>207:8,17;208:21;<br>211:13;223:14;<br>224:14;226:9,11<br><b>scholarship (1)</b><br>98:10<br><b>scholarships (3)</b><br>192:15,19;193:10<br><b>SCHOOL (313)</b><br>4:4;9:23;10:20;<br>13:3;14:12;15:24;<br>19:9;22:14;24:14,16;<br>32:18,21,23;33:2,2;<br>34:5;35:4,25;40:7,<br>24;41:1,20;42:13;<br>46:16,16;47:12,22,<br>24,24;48:2,3,5,13,17,<br>20,23;49:8,15,16,22;<br>50:2,6,12,14,15;51:1,<br>2,3,4,6,7;54:6,10,11,<br>22;55:12;57:2,2,9,10,<br>58;6:6;59:12;63:9;<br>70:1,17;74:3;75:25;<br>76:3,14;81:5,9,20,22;<br>83:10;93:14;95:4,4;<br>100:21;101:1,10,15,<br>20;102:5;103:23,24;<br>104:1;105:10,24;<br>106:3,4,9,12,25;<br>107:17;108:7,18,21;<br>109:16,17,19,20;<br>110:2;111:16,16;<br>112:13,14;113:14;<br>114:5;115:18,18;<br>116:1,16,17;117:1;<br>118:13,14,15;119:18,<br>22,24;120:9,22,23;<br>121:25;122:20;<br>123:2,18;126:11;<br>128:9;129:7;132:11,<br>19;136:22,23;<br>139:21;140:12;<br>141:4;145:18,20,24;<br>146:20;147:1,3,14;<br>148:11;149:2,5,8,10,<br>11,18;150:15,16,17,<br>18;151:6,9,10,11;<br>152:1,11,16,17,18;<br>154:12;155:11,15,15,<br>18;156:21;157:12,<br>23;158:21,24;159:9,<br>10,17,17,19;160:1, | 16;162:3,12,13,15;<br>163:25;164:17;<br>171:13;172:1,4,7;<br>173:7,19,22,23,23;<br>174:2,6,11;175:22;<br>176:2,7,13,19,21;<br>177:11,20;178:1,16,<br>21;179:2,4,11,25;<br>180:2;181:19;182:9,<br>10;183:6,8,13;<br>184:23;185:4;186:1,<br>19;187:23;189:23,<br>25;190:16;192:8;<br>193:2;195:12;199:2,<br>5,8,12,21,22;200:16,<br>21,22,24;201:3,5,8;<br>202:3;206:7,8,15,17,<br>25;210:15;211:7,9,<br>12,12,19;212:7,8;<br>213:12,16,17;216:15;<br>217:9,10;218:7,7,11,<br>20;228:12,13,18,21;<br>229:15;230:17;<br>231:18,19;232:1;<br>234:9,21,25;235:1;<br>236:2,16;238:18,22;<br>241:10;242:18,22,24;<br>243:9;244:3;245:2;<br>246:15,21;250:8,20;<br>252:9;254:16,17;<br>257:8,11,13,15,15,<br>17;260:4,10;261:10,<br>11;262:10;263:4<br><b>school-readiness (1)</b><br>22:4<br><b>schools (35)</b><br>17:14;19:5;70:24;<br>106:2;108:2;109:15;<br>112:22;116:20;<br>118:22;122:12;<br>123:8;127:16;<br>152:16;156:18;<br>159:20;161:19;<br>163:9;173:13;<br>174:14;175:18,19;<br>176:5,18;182:3,19;<br>183:1;199:25;<br>201:11,25;202:1;<br>214:15;217:8;<br>234:12;252:11,16<br><b>science (18)</b><br>10:6;52:24;53:1;<br>102:9,11,12;112:14;<br>190:19;195:16;<br>202:10;207:17,19,22,<br>24;221:15;222:21;<br>223:25;224:9<br><b>scope (1)</b><br>70:14<br><b>score (3)</b><br>6:22;242:15;253:3<br><b>scores (6)</b><br>10:22;21:9,12; |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <b>S</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <b>safe (1)</b><br>171:24<br><b>safety (1)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>156:16;242:12;243:7<br/><b>scoring (1)</b><br/>234:4<br/><b>seasoned (1)</b><br/>17:13<br/><b>seat (7)</b><br/>27:16;84:2;116:5;<br/>122:19,21;177:24;<br/>183:12<br/><b>seating (1)</b><br/>190:3<br/><b>seats (2)</b><br/>14:15;15:1<br/><b>second (83)</b><br/>9:11;24:6,17;25:5,<br/>6,19;29:1;44:12;<br/>48:15;79:11;85:19;<br/>86:2,10,11,12;87:9,<br/>12;90:18,19;91:19,<br/>20;94:10;96:1,2;<br/>97:13;98:15,16,20;<br/>99:16;100:13,14;<br/>101:25;104:25;<br/>105:1;111:17,18;<br/>113:11;118:7;<br/>142:10,11,22,23;<br/>143:11,12,23,24;<br/>148:12;153:1;<br/>161:10;168:9,10;<br/>169:15;170:1,2,16,<br/>17,18;178:6,10;<br/>182:18;186:7;197:6,<br/>7,18;198:9,20;<br/>219:21;226:1,12,23;<br/>229:7;230:8,9;231:9,<br/>13;233:25;248:5,6,7;<br/>263:12;264:15;<br/>266:11,12<br/><b>secondary (2)</b><br/>126:10;130:2<br/><b>seconded (38)</b><br/>24:8,19,20;25:8,<br/>21;29:3;44:14,23;<br/>87:22;91:7,22;94:18;<br/>96:4;97:15;99:18;<br/>100:16;105:3;<br/>142:13,25;143:14;<br/>144:1;148:14;<br/>168:12;169:17;<br/>170:4;197:9,20;<br/>198:11,22;226:3,14,<br/>25;229:9;230:11;<br/>231:14;263:13;<br/>264:17;266:14<br/><b>second-guessing (2)</b><br/>32:18;54:10<br/><b>seconding (1)</b><br/>87:18<br/><b>Secretary (5)</b><br/>235:5,8,10,13;<br/>237:6<br/><b>Section (13)</b><br/>30:3,5;130:18;</p> | <p>159:18,22;160:10,16;<br/>161:7;165:12;<br/>168:25;176:3,6;<br/>262:18<br/><b>sections (1)</b><br/>223:16<br/><b>secured (1)</b><br/>66:1<br/><b>seeing (5)</b><br/>14:2;67:3;79:16;<br/>148:8;258:11<br/><b>seek (2)</b><br/>128:9;164:9<br/><b>seeking (2)</b><br/>101:11;182:6<br/><b>seem (1)</b><br/>21:15<br/><b>seems (4)</b><br/>17:2;48:7;77:21;<br/>157:25<br/><b>selected (3)</b><br/>152:7;154:21;<br/>174:12<br/><b>self-directed (1)</b><br/>175:2<br/><b>self-imposed (1)</b><br/>168:23<br/><b>semester (16)</b><br/>101:11,13,25;<br/>128:22;178:5,7,9,11;<br/>186:5,6,7;210:1;<br/>211:21;213:14;<br/>219:21,21<br/><b>semesters' (1)</b><br/>101:14<br/><b>Senator (1)</b><br/>122:10<br/><b>send (6)</b><br/>11:4;22:11;26:4;<br/>209:23,25;213:7<br/><b>sending (2)</b><br/>6:14;26:2<br/><b>sends (1)</b><br/>81:11<br/><b>senior (1)</b><br/>111:22<br/><b>seniors (2)</b><br/>110:17,18<br/><b>sense (2)</b><br/>74:25;259:14<br/><b>sent (6)</b><br/>34:23;93:23;97:2;<br/>205:11;255:10,13<br/><b>sentenced (2)</b><br/>93:22;95:19<br/><b>sentencing (1)</b><br/>93:23<br/><b>separate (1)</b><br/>246:20<br/><b>separated (1)</b><br/>245:11<br/><b>separately (2)</b><br/>24:1;31:3</p> | <p><b>September (1)</b><br/>204:7<br/><b>serious (1)</b><br/>184:15<br/><b>seriously (2)</b><br/>92:11;181:9<br/><b>serve (7)</b><br/>7:25;21:8;106:2;<br/>195:17;238:15;<br/>243:25;265:22<br/><b>served (3)</b><br/>9:23;10:1;49:21<br/><b>server (1)</b><br/>66:2<br/><b>serves (4)</b><br/>40:11;233:19,22;<br/>238:25<br/><b>SERVICE (16)</b><br/>4:7;10:3,8,13;<br/>23:12;25:1,4;75:14;<br/>92:14;180:16;<br/>193:16;235:14,15;<br/>244:18;263:21,24<br/><b>Services (7)</b><br/>9:20;28:11;146:2;<br/>155:20;172:16;<br/>173:14;176:17<br/><b>serving (2)</b><br/>13:6;158:18<br/><b>session (9)</b><br/>6:9,10;67:19;68:2;<br/>69:7;83:1;169:8;<br/>248:17,24<br/><b>sessions (2)</b><br/>18:25;69:12<br/><b>set (7)</b><br/>169:1;175:5;208:2;<br/>247:23;249:2,4;<br/>259:4<br/><b>setting (4)</b><br/>44:17;182:8,16;<br/>186:1<br/><b>SETTLE (2)</b><br/>29:17,21<br/><b>settlement (22)</b><br/>29:24;30:7,10,15;<br/>31:10,12,25;32:9;<br/>33:10,17,24;34:10,<br/>22;42:7,25;43:15,19,<br/>24,25;45:4;80:15;<br/>85:1<br/><b>seven (12)</b><br/>15:9;112:23;<br/>120:21;164:20;<br/>165:3,14;166:15,16,<br/>18,19;171:12;204:18<br/><b>seven-member (1)</b><br/>165:24<br/><b>several (3)</b><br/>10:18;94:4;240:19<br/><b>severe (3)</b><br/>54:15;56:16;<br/>185:23</p> | <p><b>severely (2)</b><br/>50:9,12<br/><b>sex (2)</b><br/>93:21;95:18<br/><b>sexual (3)</b><br/>93:17,20;95:16<br/><b>shadow (1)</b><br/>163:7<br/><b>shadowing (2)</b><br/>178:14;180:17<br/><b>shaking (1)</b><br/>157:19<br/><b>shall (5)</b><br/>107:12;146:13;<br/>150:4;173:2;200:11<br/><b>share (10)</b><br/>80:23;122:6;123:6;<br/>150:22;151:4,13;<br/>183:16;223:4;242:2,<br/>4<br/><b>shared (3)</b><br/>151:10;157:1;<br/>188:8<br/><b>sharing (1)</b><br/>243:23<br/><b>shift (1)</b><br/>17:23<br/><b>shifts (2)</b><br/>153:1,2<br/><b>shirt (1)</b><br/>52:20<br/><b>shore (1)</b><br/>18:12<br/><b>shored (2)</b><br/>219:13,19<br/><b>short (7)</b><br/>41:3;116:20;<br/>150:22;188:21;<br/>240:5;241:6;252:7<br/><b>shortage (3)</b><br/>155:4;203:14,15<br/><b>shorter (1)</b><br/>208:23<br/><b>Shortly (3)</b><br/>32:19;47:13;55:11<br/><b>short-term (1)</b><br/>175:5<br/><b>shoulder (1)</b><br/>83:8<br/><b>show (16)</b><br/>6:13;10:21;42:13,<br/>16;56:12;64:3,10;<br/>65:25;121:1;129:21;<br/>170:9,25;189:3;<br/>198:2;216:14;248:12<br/><b>showed (1)</b><br/>236:7<br/><b>showing (2)</b><br/>64:18;242:23<br/><b>shown (5)</b><br/>74:13;75:9;80:9;<br/>150:25;241:13<br/><b>shuffle (1)</b></p> | <p>217:17<br/><b>side (4)</b><br/>34:4;52:15;157:19,<br/>19<br/><b>sight (1)</b><br/>42:15<br/><b>signed (7)</b><br/>106:23;149:22;<br/>172:21;188:12;<br/>200:3;237:17;250:10<br/><b>significance (1)</b><br/>243:8<br/><b>significant (2)</b><br/>47:3;112:2<br/><b>sign-in (1)</b><br/>106:23<br/><b>SILENCE] (1)</b><br/>149:6<br/><b>similar (9)</b><br/>5:19;55:22,25;<br/>56:25;188:9;252:11,<br/>11,16,19<br/><b>similarly (1)</b><br/>51:6<br/><b>simple (1)</b><br/>91:14<br/><b>simply (2)</b><br/>89:9;234:18<br/><b>single (2)</b><br/>166:14;171:13<br/><b>sister (3)</b><br/>9:20;117:7,11<br/><b>sisters (1)</b><br/>117:8<br/><b>sit (6)</b><br/>38:2;42:19;52:19,<br/>21;70:3;75:6<br/><b>sitting (3)</b><br/>83:5,7;144:23<br/><b>situation (18)</b><br/>27:8;53:14;56:13,<br/>15;58:15;59:22;60:9;<br/>79:12;83:8;99:7;<br/>102:20,21;103:4;<br/>113:10;131:25;<br/>133:20;134:3;163:2<br/><b>situations (5)</b><br/>9:19;73:25;74:7;<br/>132:8,18<br/><b>six (12)</b><br/>18:25;32:4;35:9,<br/>11;53:12;54:4;58:2;<br/>160:24;161:4;165:3;<br/>185:12;204:18<br/><b>six-month (2)</b><br/>35:17;47:9<br/><b>sixth (1)</b><br/>164:23<br/><b>Size (32)</b><br/>113:13;131:12;<br/>132:7;133:12,12;<br/>142:19,21;172:10;<br/>178:24;179:3,6;</p> |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 181:6;189:5,6;194:3,<br>3;196:20;197:14,17;<br>199:16;204:12,25;<br>209:2,3,6,18;210:9,<br>13;217:9;219:22;<br>226:19;252:16<br><b>Size/Teaching (1)</b><br>226:22<br><b>sizes (1)</b><br>190:5<br><b>skills (10)</b><br>115:2,3;119:9;<br>154:3;155:13,18;<br>163:19;175:9;<br>195:22;202:15<br><b>skill-set (1)</b><br>22:13<br><b>slapped (2)</b><br>52:23,25<br><b>slate (1)</b><br>265:25<br><b>slated (1)</b><br>68:18<br><b>SLEs (1)</b><br>190:20<br><b>slight (1)</b><br>182:13<br><b>slightly (1)</b><br>26:20<br><b>slip (1)</b><br>72:22<br><b>slots (3)</b><br>8:20;14:20,23<br><b>small (9)</b><br>6:1;17:7;108:7;<br>109:16;202:5;<br>204:23;210:24;<br>238:21;252:21<br><b>smaller (4)</b><br>201:4,7;202:2;<br>211:3<br><b>smart (1)</b><br>151:25<br><b>Smith (6)</b><br>27:13;28:3,14;<br>149:18;150:17;<br>157:18<br><b>smooth (2)</b><br>51:3,3<br><b>snapshot (1)</b><br>252:7<br><b>social (4)</b><br>190:20;195:21;<br>202:10;221:16<br><b>social/emotional (3)</b><br>10:6;184:23;<br>185:10<br><b>socially/emotionally (1)</b><br>185:14<br><b>society (2)</b><br>120:5;154:7<br><b>socioeconomic (1)</b><br>19:20 | <b>socks (1)</b><br>206:18<br><b>soft (2)</b><br>115:2;119:9<br><b>sole (1)</b><br>236:23<br><b>solely (1)</b><br>35:19<br><b>solution (1)</b><br>115:21<br><b>solve (1)</b><br>164:25<br><b>somebody (6)</b><br>28:1;40:9;54:7;<br>206:18,20;242:21<br><b>someone (8)</b><br>30:4;109:6;130:14;<br>134:18;243:11;<br>253:2,25;257:12<br><b>sometimes (20)</b><br>12:24;17:12,13,15;<br>19:8;21:18;23:15,19;<br>81:5,7;83:4;84:4;<br>102:7;117:21;<br>124:13;152:2,18;<br>163:20;202:4;205:14<br><b>somewhat (1)</b><br>158:22<br><b>somewhere (1)</b><br>22:12<br><b>son (1)</b><br>132:9<br><b>soon (2)</b><br>6:14;102:17<br><b>sooner (2)</b><br>162:9,15<br><b>soonest (3)</b><br>249:11,17;256:7<br><b>sorry (18)</b><br>19:23;81:16;85:18;<br>107:23;117:25;<br>139:6;140:22;149:7;<br>176:14,16;185:18;<br>191:22;219:17;<br>231:4,12,24;237:23;<br>244:8<br><b>sort (1)</b><br>126:9<br><b>sound (1)</b><br>234:13<br><b>sounded (1)</b><br>90:11<br><b>sounds (6)</b><br>9:8;80:22;131:16;<br>233:16;256:23;265:7<br><b>source (1)</b><br>48:21<br><b>south (2)</b><br>10:17;39:23<br><b>southeast (1)</b><br>163:9<br><b>Southside (5)</b><br>121:23;122:7; | 123:9,15;126:9<br><b>southwest (2)</b><br>238:13;240:25<br><b>space (1)</b><br>89:19<br><b>Spartan (1)</b><br>123:14<br><b>speak (21)</b><br>39:18;71:10;83:25;<br>86:8;105:19;106:16;<br>130:5;131:21;<br>157:16;158:5;<br>185:11;192:8;<br>215:25;219:17;<br>233:13;237:17;<br>238:8,10,12;246:4;<br>259:6<br><b>speaker (1)</b><br>173:8<br><b>SPEAKERS (6)</b><br>107:14;146:15;<br>150:6;172:13;173:4;<br>200:13<br><b>speaking (7)</b><br>59:13;97:7;105:15,<br>16;135:13;232:22;<br>258:21<br><b>special (20)</b><br>222:9;237:10;<br>240:3,12,25,25;<br>241:15;248:17,23;<br>249:3,9,23;259:18,<br>19,21;261:21;<br>262:24;263:1,2,3<br><b>specialist (13)</b><br>134:8,18;135:1,7,<br>10,13,22;136:14;<br>147:20;149:19;<br>150:16;151:11;<br>215:18<br><b>specialists (1)</b><br>122:25<br><b>specific (14)</b><br>7:22;16:7;23:7;<br>35:16;49:13;57:13;<br>69:19;71:25;83:12,<br>16;160:7,9,14;182:6<br><b>specifically (7)</b><br>22:6;34:9;43:18;<br>72:21,24;118:7;<br>160:16<br><b>spend (1)</b><br>193:12<br><b>spent (3)</b><br>108:18;239:24;<br>251:7<br><b>spirits (1)</b><br>80:25<br><b>spoke (2)</b><br>55:10;121:23<br><b>spoken (2)</b><br>74:2;138:13<br><b>sponsored (1)</b> | 187:25<br><b>sponsoring (1)</b><br>234:23<br><b>sports (2)</b><br>119:21,21<br><b>Spradlin (1)</b><br>53:2<br><b>St (1)</b><br>235:11<br><b>stability (3)</b><br>155:21;156:8;<br>262:5<br><b>staff (15)</b><br>112:9;159:15;<br>205:18;208:14;<br>211:20;243:21;<br>247:12;250:9,10,11;<br>253:23;256:16;<br>263:1;264:3;265:1<br><b>staffing (3)</b><br>19:9;101:22;203:9<br><b>stairs (1)</b><br>56:5<br><b>stand (5)</b><br>85:11;107:9;150:1;<br>172:25;200:8<br><b>Standard (20)</b><br>55:21;57:24;58:19,<br>22;59:4,23,25;60:5;<br>84:10;88:14;102:16;<br>110:9;111:9;113:20,<br>20,21,22;114:1;<br>194:3;223:18<br><b>standards (14)</b><br>10:5;17:17,20;<br>97:24;99:2,25;134:9;<br>147:17;153:19;<br>174:22;178:5;<br>179:19;219:11;<br>227:14<br><b>standing (2)</b><br>27:17;81:9<br><b>standouts (1)</b><br>103:12<br><b>stands (1)</b><br>84:1<br><b>Stanford (1)</b><br>174:15<br><b>start (24)</b><br>6:24;7:16,18,19;<br>13:5;21:14,23;67:19;<br>68:15;111:14,25;<br>122:22;153:5,24;<br>184:4,5,6;185:14,20;<br>204:15;213:17;<br>249:22;252:6;263:4<br><b>started (15)</b><br>13:2;52:16;55:1;<br>107:10;111:20;<br>113:14;130:9;<br>132:18;156:16;<br>158:23;162:5;183:5;<br>185:8,17;186:18 | <b>starting (5)</b><br>68:14;162:8,15;<br>266:9,10<br><b>starts (4)</b><br>116:24,24;183:8;<br>195:18<br><b>state (50)</b><br>5:19;7:14,21;<br>10:10;11:4;15:8;<br>16:14,20,21;22:3;<br>29:17,21,25;30:5,13,<br>17,25;31:2;34:22;<br>42:8,16;45:5,12;<br>46:17;54:25;69:7;<br>81:1;88:11;105:25;<br>112:4;123:1,3;147:9,<br>16;150:10,12;<br>151:21;173:9,20,24;<br>174:22;176:15;<br>192:3;201:9;210:10;<br>235:11;237:6;<br>248:19;252:11;266:8<br><b>stated (7)</b><br>49:7;70:19;156:8;<br>158:6;240:22,24;<br>241:4<br><b>statement (6)</b><br>55:8,9,9;62:19;<br>108:20,20<br><b>statements (4)</b><br>55:6;56:21,23;<br>218:17<br><b>states (5)</b><br>4:21;30:5;59:4;<br>110:20;216:13<br><b>State's (3)</b><br>235:5,8,13<br><b>status (4)</b><br>82:20;147:11;<br>192:24;207:2<br><b>statute (5)</b><br>159:9,25;164:18;<br>166:1;236:14<br><b>stay (10)</b><br>113:20,21;122:15;<br>130:23;156:2;157:4;<br>163:16,19;212:20;<br>230:22<br><b>stayed (1)</b><br>185:6<br><b>staying (1)</b><br>203:16<br><b>steady (1)</b><br>56:9<br><b>step (3)</b><br>30:14;31:6;152:3<br><b>Stephen (2)</b><br>52:17;120:21<br><b>steps (2)</b><br>59:18;102:3<br><b>sterling (1)</b><br>31:9<br><b>Steve (1)</b> |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>50:13<br/><b>Steven (1)</b><br/>228:21<br/><b>Stewart (2)</b><br/>199:24;208:11<br/><b>still (27)</b><br/>21:12;39:6;41:21;<br/>79:23;95:8;116:5;<br/>134:2;166:15,19;<br/>186:7,15,19,19;<br/>190:7;198:4;215:6,<br/>11;223:22;224:11;<br/>225:11;235:12;<br/>251:23;257:9;<br/>260:10;262:9,10;<br/>266:20<br/><b>stipulate (1)</b><br/>38:2<br/><b>stipulation (2)</b><br/>30:7;87:4<br/><b>stop (3)</b><br/>9:10;11:17;15:12<br/><b>stories (3)</b><br/>122:6;188:7;189:2<br/><b>story (2)</b><br/>34:4;235:22<br/><b>straight (1)</b><br/>185:16<br/><b>straightforward (1)</b><br/>147:25<br/><b>strategic (3)</b><br/>22:5;177:12,14<br/><b>strategies (1)</b><br/>10:12<br/><b>strategy (2)</b><br/>178:11;217:7<br/><b>streaming (1)</b><br/>66:7<br/><b>street (2)</b><br/>118:8,19<br/><b>stress (1)</b><br/>243:7<br/><b>strict (2)</b><br/>74:20;75:12<br/><b>strictly (1)</b><br/>101:18<br/><b>strive (1)</b><br/>49:3<br/><b>strong (1)</b><br/>103:11<br/><b>stronger (1)</b><br/>40:9<br/><b>strongly (2)</b><br/>68:23;182:20<br/><b>struck (6)</b><br/>32:14;47:5;52:23;<br/>53:16;56:10;58:18<br/><b>structure (2)</b><br/>189:20;232:10<br/><b>struggle (1)</b><br/>109:22<br/><b>struggles (1)</b><br/>138:25</p> | <p><b>struggling (3)</b><br/>187:10,16,21<br/><b>student (90)</b><br/>6:11;32:14;37:24;<br/>42:15;46:20;47:5;<br/>52:14,15,19,20,23,23,<br/>25;53:17,21;55:2,8,<br/>10,15,22,25;56:1,4,5,<br/>6,7,8,10,11,15;57:8;<br/>58:10,18;59:6,8,14,<br/>17,17,18,20;60:7;<br/>64:5;65:20;66:8;<br/>70:4,5,6,20;77:11;<br/>85:12;86:8,16;89:19;<br/>91:1;93:18;109:3;<br/>115:8;117:24;118:8;<br/>131:20;138:17;<br/>139:9;155:1;156:11;<br/>172:15;173:14;<br/>175:14;176:17;<br/>177:22;178:4,6,8,9,<br/>23;182:4;187:9,10;<br/>190:15,21;191:2;<br/>200:24;201:3,3;<br/>203:1;204:14,22;<br/>207:13;208:10;<br/>216:25;242:23<br/><b>student- (1)</b><br/>207:12<br/><b>student-focused (1)</b><br/>208:5<br/><b>student-led (2)</b><br/>221:13,20<br/><b>students (144)</b><br/>6:18;7:4,10,25;<br/>31:20;33:1;39:16;<br/>46:15;48:5;49:15;<br/>50:18,25;51:8,20,21,<br/>25;53:2,4,5,18;55:6,<br/>23;56:14;58:5;59:14;<br/>65:24;70:15,20;<br/>76:16;79:15,19;81:8,<br/>21;82:15,16;83:20;<br/>84:11;106:2;108:25;<br/>109:2,14,18,20,25;<br/>110:22,22;111:13;<br/>114:15;115:12;<br/>116:3;118:4,10,11;<br/>120:13;121:4;<br/>122:14;124:8;<br/>131:15,16;132:4;<br/>139:10;146:24;<br/>152:6,9,13;153:10;<br/>154:3,6,25;155:1,6,<br/>13,17,23;156:3,12;<br/>173:25;174:3,6,10;<br/>175:2,3,5,7,8,21,22,<br/>24;176:24;177:5,7,9;<br/>178:2,16;179:1,6,10,<br/>16,18,19,20,22;<br/>180:13;181:2,5,12;<br/>182:6,9,15;183:6;<br/>184:13;189:7;190:2,</p> | <p>6,8,9,12,25;191:1,7;<br/>192:15;195:15,16;<br/>196:22;200:23;<br/>201:13;203:10;<br/>206:24;208:7;<br/>212:12;213:7;<br/>221:20;227:12,16;<br/>234:4;238:20,21;<br/>240:5;241:2,11;<br/>242:21;244:3;<br/>250:14;261:5<br/><b>students' (3)</b><br/>49:1;75:21;175:1<br/><b>student's (2)</b><br/>52:20;187:11<br/><b>studies (3)</b><br/>190:20;202:10;<br/>221:16<br/><b>study (5)</b><br/>6:7;13:17;18:8;<br/>26:3;153:17<br/><b>stuff (4)</b><br/>22:19;114:15;<br/>136:5;171:10<br/><b>Sturch (7)</b><br/>105:14;106:13;<br/>108:4;121:14,18,19;<br/>125:22<br/><b>style (1)</b><br/>184:24<br/><b>sub (4)</b><br/>101:7,14;102:4;<br/>103:10<br/><b>Subcommittee (14)</b><br/>34:25;35:13;55:20;<br/>56:2;57:22;58:24;<br/>60:11;64:2;72:5,19;<br/>89:9;97:24;99:2,25<br/><b>Subcommittee's (1)</b><br/>57:11<br/><b>subject (3)</b><br/>46:7;47:11;181:13<br/><b>subjects (1)</b><br/>130:3<br/><b>submit (3)</b><br/>33:17;53:13;<br/>260:11<br/><b>submits (1)</b><br/>251:3<br/><b>submitted (1)</b><br/>250:25<br/><b>submitting (1)</b><br/>136:8<br/><b>subs (3)</b><br/>101:12;102:19;<br/>103:25<br/><b>subsection (1)</b><br/>169:3<br/><b>subsequent (1)</b><br/>141:19<br/><b>substantial (1)</b><br/>233:25<br/><b>substantively (1)</b></p> | <p>264:8<br/><b>success (7)</b><br/>23:1;122:5;130:16;<br/>140:13;174:7;<br/>178:19;244:25<br/><b>successful (7)</b><br/>108:22;124:14;<br/>130:15;156:7;<br/>202:19;205:21;<br/>208:25<br/><b>sufficient (2)</b><br/>62:24;237:1<br/><b>sufficiently (1)</b><br/>39:21<br/><b>suggest (2)</b><br/>219:4;232:14<br/><b>suggested (1)</b><br/>194:18<br/><b>suggestion (2)</b><br/>85:4;89:5<br/><b>suggestions (1)</b><br/>250:18<br/><b>sum (3)</b><br/>54:3;147:6;166:7<br/><b>summer (10)</b><br/>11:12,13;115:9;<br/>152:15,18,22;162:3;<br/>208:15,16;251:6<br/><b>Summit (15)</b><br/>174:12,13,14,16;<br/>175:18,23,25;177:8;<br/>181:1;187:13,19;<br/>191:2,18;208:5,17<br/><b>Sunday (2)</b><br/>123:18;188:4<br/><b>superintendent (33)</b><br/>14:11;32:22;33:7;<br/>35:25;39:12,22,25;<br/>40:10,18;51:11,16;<br/>70:1,19;74:1,6;75:3;<br/>77:25;79:14;85:14;<br/>102:1;106:8;108:2;<br/>111:18;138:14;<br/>146:5;149:18;<br/>150:15;172:15;<br/>173:12;199:25,25;<br/>208:11;230:25<br/><b>superintendents (3)</b><br/>21:19;110:1,7<br/><b>superintendent's (1)</b><br/>49:9<br/><b>supplies (1)</b><br/>8:22<br/><b>support (28)</b><br/>4:24;5:4;10:23;<br/>11:1;12:23;15:3;<br/>47:14;66:15;67:15;<br/>83:22;137:7;152:7;<br/>154:22;156:22;<br/>162:22;163:1,14,21;<br/>167:4,6,7;175:17;<br/>176:12,19,22;182:20;<br/>183:19;205:3</p> | <p><b>supporting (3)</b><br/>108:6;163:11;<br/>222:12<br/><b>supportive (2)</b><br/>44:16,20<br/><b>supports (2)</b><br/>10:7,7<br/><b>supposed (4)</b><br/>62:4;151:2;165:23;<br/>260:7<br/><b>SUPT (57)</b><br/>107:20;108:1;<br/>120:12;125:8;<br/>126:24;127:14;<br/>129:7,11,18;131:7,<br/>24;133:1,3,14,20;<br/>134:1,12,15,20;<br/>137:21;138:13,19;<br/>139:5,23;140:2,4,13,<br/>15;141:12;144:7;<br/>146:18;148:21;<br/>150:9,14;151:2;<br/>158:8,20;159:3;<br/>160:24;162:5,11,17;<br/>163:3,17,24;164:4,8,<br/>12;165:20,23;166:4;<br/>167:2,6,13,23;171:4;<br/>250:24<br/><b>sure (42)</b><br/>17:19;18:12;20:5;<br/>36:9,18;41:6;75:15;<br/>81:18;84:13;85:16;<br/>94:12;101:7;103:14;<br/>107:3;114:10;<br/>135:22;136:25;<br/>137:4;141:1,7,13;<br/>145:7;146:10;<br/>159:15;162:1;165:4;<br/>167:22;177:4,12;<br/>181:10;189:14;<br/>191:10;193:21;<br/>209:13;212:15;<br/>214:17;225:9,9;<br/>247:12;253:7;<br/>255:21;257:14<br/><b>surrender (2)</b><br/>94:6;95:23<br/><b>surveying (1)</b><br/>23:3<br/><b>surveys (1)</b><br/>23:10<br/><b>suspect (2)</b><br/>83:2;234:17<br/><b>suspend (5)</b><br/>35:11;36:23,24;<br/>58:25;72:20<br/><b>suspended (10)</b><br/>37:5,7,10,13,20;<br/>41:2;53:19;54:7;<br/>59:25;60:13<br/><b>suspension (27)</b><br/>32:4;35:15,22;<br/>36:14;38:3,22;47:9;</p> |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>52:6;54:4;57:12;<br/>58:2,21;71:25;72:3;<br/>82:21;97:24;98:4,12,<br/>14;99:2,5,10,14,25;<br/>100:3,8,12<br/><b>sustainability (1)</b><br/>244:25<br/><b>sustained (2)</b><br/>56:16;70:4<br/><b>Sutton (2)</b><br/>50:13,23<br/><b>Suzanna (1)</b><br/>47:23<br/><b>sway (1)</b><br/>79:7<br/><b>swear (13)</b><br/>28:17;41:25;45:24;<br/>107:10,11;146:9,12;<br/>150:2,2;172:18;<br/>173:1;200:9;232:22<br/><b>sweet (1)</b><br/>188:21<br/><b>swiftly (1)</b><br/>75:17<br/><b>sworn (1)</b><br/>200:9<br/><b>Sylvia (2)</b><br/>149:19;150:18<br/><b>system (5)</b><br/>7:3;118:25;190:16,<br/>18;217:5<br/><b>systematic (2)</b><br/>132:25;177:1</p> | <p>161:21;167:10;<br/>216:2;239:21;265:22<br/><b>talking (31)</b><br/>55:24;81:9;82:2,<br/>11;84:15;115:25;<br/>119:5;130:9;131:5;<br/>133:12;162:14;<br/>184:3,25;185:17;<br/>189:6;191:18,19;<br/>203:11;204:12,21,24,<br/>25;209:17;210:3;<br/>219:22,22;220:5;<br/>222:14;238:21;<br/>242:19;256:25<br/><b>talks (1)</b><br/>134:7<br/><b>target (1)</b><br/>190:8<br/><b>Taskforce (4)</b><br/>149:14;154:9,17;<br/>170:12<br/><b>tasks (1)</b><br/>117:17<br/><b>Tatum (6)</b><br/>234:20;235:2,23;<br/>236:11;250:24;<br/>253:22<br/><b>Tatum's (1)</b><br/>236:12<br/><b>taught (2)</b><br/>112:25,25<br/><b>taunted (1)</b><br/>56:6<br/><b>taxpayers (1)</b><br/>146:22<br/><b>teach (32)</b><br/>39:7;50:7;112:11,<br/>15,18;113:2,4,5,8;<br/>114:14;115:2;<br/>118:12;127:19,23,24;<br/>129:8;132:3;137:2;<br/>139:11;153:10,14;<br/>155:12;157:3;180:8;<br/>187:22;206:20;<br/>209:10;211:15;<br/>215:18;222:11,12,12<br/><b>teacher (99)</b><br/>10:7;12:20,20;<br/>18:15;19:1;23:9;<br/>27:13;47:24;93:4,13;<br/>102:21;103:1,5,11;<br/>106:6;112:6,19,20;<br/>113:1,11;118:9;<br/>126:18,21;127:19;<br/>128:9,11,13,15,17;<br/>129:7,8;130:17,19;<br/>131:19;132:1,5;<br/>136:10,11;142:4,7,9;<br/>149:13;155:4;<br/>162:19;169:22,25;<br/>172:10;178:24;<br/>179:23,25;190:5,8,<br/>10,17,17;191:1,2,3;</p> | <p>193:25;194:2,5,11;<br/>198:5,8;199:15;<br/>201:20;202:12,17,22,<br/>25;203:1,2,5,14;<br/>204:14,16,20;205:1;<br/>206:12,13;207:1,2,<br/>17,19;208:1;216:25;<br/>218:20,22;219:12;<br/>221:10,15,16;222:10;<br/>225:25;227:11,12,15;<br/>262:24;263:4<br/><b>teacher-coach (1)</b><br/>39:10<br/><b>teacher-of- (1)</b><br/>219:8<br/><b>teacher-of-record (1)</b><br/>209:14<br/><b>teachers (119)</b><br/>17:10,11,12,13;<br/>18:2,11,15;19:3;<br/>23:3;26:13;100:22;<br/>101:1;102:9;103:24;<br/>104:11,24;108:16;<br/>113:22,25;118:9,11;<br/>127:22,23;128:19;<br/>131:23;132:16,24;<br/>133:2,4,6,19;136:12,<br/>22;139:11,13;151:18,<br/>18;152:16,19;<br/>153:13;154:2;157:2,<br/>3,7;162:21,22;163:1,<br/>5,7,11,15;164:1,2,5;<br/>166:25;167:4,7;<br/>174:16,21,25;175:4,<br/>11,13;179:14,21;<br/>187:24;189:17;<br/>190:2,14,23;194:21;<br/>196:21;201:2,4,14,<br/>14,22,22;202:6,7,8,9,<br/>10;203:10,12,13,24;<br/>204:4;205:7,23;<br/>206:6;208:1,9,24;<br/>209:9;210:24;<br/>211:14;213:9;<br/>216:15,16,18,22,23;<br/>217:14,17,18;218:4;<br/>219:15,20,23;220:6,<br/>8,10,20;221:12,19,<br/>21;222:10;240:7<br/><b>TEACHING (46)</b><br/>26:15,22;27:2;<br/>28:8;58:25;92:19,23;<br/>93:14;94:2,23;95:1,<br/>6;96:12,15,17,23;<br/>97:24;99:2,25;<br/>100:22;101:1;<br/>102:24;103:5;<br/>104:24;112:7;115:5;<br/>130:17;142:19,21;<br/>151:18;163:19;<br/>172:10;179:3;<br/>189:16;197:15,17;<br/>199:16;202:18;</p> | <p>204:15;206:12,13;<br/>209:11;213:9;224:2,<br/>11;226:19<br/><b>team (25)</b><br/>22:1;46:16;48:23;<br/>54:24;58:6;108:15;<br/>126:4,5;154:12,13;<br/>156:23;202:6,8,9,12,<br/>21;204:19;206:14;<br/>208:3;210:18,24;<br/>215:22;221:14;<br/>222:1,3<br/><b>teams (5)</b><br/>108:17;201:14;<br/>202:7,7;208:1<br/><b>tech (2)</b><br/>66:12;67:14<br/><b>technical (4)</b><br/>112:19;119:23;<br/>214:11;221:5<br/><b>technological (1)</b><br/>67:23<br/><b>technology (7)</b><br/>65:7;112:17;<br/>117:16;136:2,21;<br/>139:11;177:17<br/><b>tee (1)</b><br/>141:9<br/><b>teenagers (1)</b><br/>83:4<br/><b>teleconference (1)</b><br/>160:3<br/><b>telephone (5)</b><br/>55:11;153:8;<br/>157:24;160:3;161:13<br/><b>telling (2)</b><br/>124:12,18<br/><b>tells (1)</b><br/>77:17<br/><b>ten (2)</b><br/>213:2;256:1<br/><b>term (8)</b><br/>74:20;75:2;103:10;<br/>111:7;157:12;<br/>162:12,13;196:10<br/><b>terminate (4)</b><br/>32:22;49:10;74:11;<br/>77:23<br/><b>termination (2)</b><br/>39:12;54:5<br/><b>terms (14)</b><br/>72:10;76:3;77:1;<br/>86:1;105:19;158:25;<br/>159:1;174:5;244:22;<br/>249:22;252:12;<br/>258:23;260:8;262:5<br/><b>terrific (1)</b><br/>40:25<br/><b>test (7)</b><br/>20:22;21:8,12;<br/>156:16;234:5;<br/>242:12;243:7<br/><b>tested (1)</b></p> | <p>19:25<br/><b>testified (17)</b><br/>33:5;40:1,4,21;<br/>47:15;48:3,9,13,19,<br/>24;49:19,25;50:16;<br/>51:6;63:2,3;64:5<br/><b>testimony (30)</b><br/>28:17,20;40:3;<br/>41:8,17,25;45:24;<br/>46:1;47:17,20,21;<br/>48:15;63:6,19;69:13;<br/>79:13,17;94:15;<br/>107:7,11;127:11;<br/>146:12;149:25;<br/>150:3;172:24;173:2;<br/>200:8,10,19;227:5<br/><b>thanks (4)</b><br/>13:16;126:19;<br/>194:18;262:19<br/><b>thank-you (1)</b><br/>120:9<br/><b>them-self (1)</b><br/>50:4<br/><b>therefore (1)</b><br/>102:1<br/><b>Thetford (9)</b><br/>106:9;114:2,4,5;<br/>135:5;136:4;137:6,9,<br/>15<br/><b>thinking (4)</b><br/>109:24;133:19;<br/>201:10;222:17<br/><b>third (2)</b><br/>153:1;209:2<br/><b>THIRTY (2)</b><br/>100:22;101:2<br/><b>Thompson (4)</b><br/>47:23,23;48:3,13<br/><b>though (9)</b><br/>78:21;85:22;<br/>128:21;147:7,21;<br/>174:7;179:5;196:10;<br/>238:2<br/><b>thought (8)</b><br/>13:23;94:5;111:19;<br/>130:8;132:19;139:8;<br/>191:9;204:7<br/><b>thoughtful (3)</b><br/>5:8;6:17;49:5<br/><b>threat (3)</b><br/>55:14;57:4;59:12<br/><b>three (31)</b><br/>15:18,21;33:4;<br/>40:22;51:7;61:25;<br/>101:14;113:19;<br/>119:14;122:12;<br/>131:16;132:13;<br/>133:13,22,25;134:1,<br/>2;160:6,11;169:8;<br/>172:12;190:19;<br/>196:11,11,13,14,16;<br/>206:8;214:6;259:2,6<br/><b>three-year (1)</b></p> |
| <b>T</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <p><b>table (4)</b><br/>90:10,21;91:5;<br/>205:22<br/><b>Tackett (36)</b><br/>199:20;200:20,20;<br/>206:4;207:11;<br/>209:16;211:23;<br/>212:9,15;213:4,15,<br/>25;214:5,7,19,22;<br/>215:12;218:9,13,21,<br/>25;220:17;221:10,<br/>24;222:20,24;223:1,<br/>4,8;225:6,9,13;227:4,<br/>6,18;228:4<br/><b>talent (1)</b><br/>238:19<br/><b>talk (21)</b><br/>6:7;16:18;21:18;<br/>65:11;73:17;75:10;<br/>83:6;114:2;116:21;<br/>117:9;118:6,8;131:1,<br/>22;181:23;185:15;<br/>203:4,11,21;204:12;<br/>216:7<br/><b>talked (11)</b><br/>46:5;51:10;132:24;<br/>133:3,4;156:25;</p>                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 6:12<br><b>threw (1)</b><br>63:13<br><b>thrilled (1)</b><br>218:5<br><b>thrives (1)</b><br>108:22<br><b>throwing (1)</b><br>111:7<br><b>Thursday (2)</b><br>188:3;224:6<br><b>tied (2)</b><br>147:13;244:11<br><b>tiered (2)</b><br>216:2;217:5<br><b>till (1)</b><br>128:21<br><b>timeliness (1)</b><br>140:1<br><b>times (13)</b><br>12:8;28:9;61:25;<br>116:19;156:25;<br>160:6,11;161:17;<br>169:8;186:2;216:9;<br>222:15;250:4<br><b>timing (1)</b><br>236:4<br><b>tire (1)</b><br>114:21<br><b>tired (1)</b><br>55:24<br><b>title (8)</b><br>76:22;107:24;<br>150:12;173:9;<br>176:15;200:18;<br>210:11;225:14<br><b>to-0 (1)</b><br>49:9<br><b>today (30)</b><br>26:12;30:22;47:20;<br>72:18;106:5;107:8;<br>117:25;122:4,17;<br>144:13;145:24;<br>148:20;150:19,20;<br>157:10,24;158:23;<br>167:14;172:6,9,14,<br>19;173:13;210:7;<br>228:20;237:22;<br>242:16;255:15;<br>257:8;261:23<br><b>today's (2)</b><br>68:24;108:25<br><b>together (17)</b><br>19:14;50:15;<br>114:13;117:18,19,20;<br>118:4;136:19;<br>158:16;192:8;211:2;<br>215:22;217:21;<br>221:12;222:16;<br>244:12;248:16<br><b>told (4)</b><br>64:7;71:2;135:15;<br>184:14 | <b>Tom (1)</b><br>30:20<br><b>tomorrow (1)</b><br>51:23<br><b>tomorrow's (1)</b><br>108:25<br><b>Tonya (1)</b><br>4:17<br><b>took (13)</b><br>11:9;32:19;47:18;<br>81:14,18;82:7,92:25;<br>107:21;118:12;<br>123:16,20;156:19;<br>184:21<br><b>tool (1)</b><br>23:12<br><b>tools (4)</b><br>23:6,9;175:12;<br>208:9<br><b>top (3)</b><br>161:8;205:16;<br>224:14<br><b>topic (16)</b><br>126:17,17;141:21,<br>25;142:1;143:19;<br>146:1;168:2,4,4;<br>196:2;198:16;<br>223:11;225:17,21;<br>226:8<br><b>topics (4)</b><br>142:4;149:12;<br>172:9;199:15<br><b>total (6)</b><br>104:11;109:20;<br>111:1;132:4;184:12;<br>246:5<br><b>totally (8)</b><br>18:23;62:2;124:1;<br>127:7;157:25;<br>239:23;246:19;254:6<br><b>touch (1)</b><br>188:17<br><b>tough (2)</b><br>115:17,19<br><b>Tournament (6)</b><br>46:18,19;54:25;<br>58:8,9;81:1<br><b>toward (4)</b><br>56:7;185:16;210:4;<br>253:4<br><b>towards (4)</b><br>55:15;76:6;91:16;<br>217:15<br><b>toxic (1)</b><br>9:19<br><b>toyed (1)</b><br>212:17<br><b>track (3)</b><br>7:6;21:16;185:6<br><b>tracked (1)</b><br>97:3<br><b>Tracy (1)</b><br>106:11 | <b>traditional (5)</b><br>182:16;185:1;<br>190:9,10,11<br><b>traditionally (2)</b><br>141:22;249:21<br><b>traffic (1)</b><br>258:7<br><b>trained (1)</b><br>18:2<br><b>trainer (1)</b><br>23:16<br><b>training (23)</b><br>10:6;17:10,19;<br>18:15,16,17,18;<br>23:11,17;31:13,19,<br>21;38:11;57:13;58:3;<br>59:3;60:16;72:4,21;<br>162:24;174:17;<br>213:9;223:7<br><b>trainings (1)</b><br>136:4<br><b>trajectory (1)</b><br>92:13<br><b>transcript (4)</b><br>47:16;57:19;63:23;<br>180:15<br><b>transferring (1)</b><br>123:25<br><b>transforming (1)</b><br>203:11<br><b>transition (4)</b><br>51:3;137:5;202:2;<br>211:12<br><b>transparent (1)</b><br>103:15<br><b>transpired (1)</b><br>46:25<br><b>Transportation (1)</b><br>147:1<br><b>traumatic (1)</b><br>202:4<br><b>travel (1)</b><br>257:25<br><b>traveling (1)</b><br>184:21<br><b>travels (1)</b><br>171:24<br><b>travesty (1)</b><br>50:22<br><b>treat (1)</b><br>135:22<br><b>tremendous (2)</b><br>51:8;102:6<br><b>trenches (1)</b><br>204:4<br><b>tried (4)</b><br>16:5;18:18;53:17;<br>84:7<br><b>trip (1)</b><br>121:2<br><b>trouble (5)</b><br>161:3;164:23;<br>185:4;186:8;215:10 | <b>troubled (1)</b><br>76:18<br><b>troublemakers (1)</b><br>63:9<br><b>true (8)</b><br>37:1;62:6;177:23;<br>202:12;203:25;<br>208:3;236:3;244:18<br><b>truly (2)</b><br>49:6;243:18<br><b>trust (3)</b><br>51:24;239:23;<br>254:7<br><b>truth (15)</b><br>107:12,13,13;<br>146:13,14,14;150:4,<br>4,5;173:2,3,3;200:11,<br>11,12<br><b>try (12)</b><br>5:25;17:9;31:8;<br>47:19;102:22;<br>120:19;135:15;<br>185:1;190:12;<br>192:11,12;258:3<br><b>trying (30)</b><br>13:1;50:9;51:23;<br>75:11;79:7;84:9;<br>93:4;115:16,21;<br>116:17;122:2,13;<br>123:10;124:19,21;<br>131:3;137:12;<br>144:15;146:21,23;<br>155:8;166:2;182:22;<br>189:13;201:6;<br>206:16;221:23;<br>233:17;243:25;<br>246:16<br><b>Tuesday (1)</b><br>258:17<br><b>tuition (1)</b><br>123:24<br><b>tune (1)</b><br>242:22<br><b>tuning (1)</b><br>69:10<br><b>turn (9)</b><br>35:20;44:9;64:11;<br>80:17;120:10;<br>150:23;176:9;<br>181:21;203:3<br><b>turned (1)</b><br>69:23<br><b>Turner (1)</b><br>51:4<br><b>Turrell (1)</b><br>51:2<br><b>two (55)</b><br>6:4;31:12;32:2,2;<br>35:11,21;36:20;39:8;<br>47:21;61:25;63:8;<br>66:3;93:11;101:13;<br>102:9;109:15;<br>112:21;117:7; | 121:22;122:5,5;<br>127:16,16;128:6;<br>130:13;132:10;<br>145:2;147:7;151:5,<br>14,16;152:25;<br>163:21;164:20,22;<br>165:14,21;166:14;<br>171:13;182:15;<br>186:4;187:8,18;<br>188:7;203:18;<br>207:18,19;209:9,10;<br>210:22;219:7;<br>223:16;235:3;249:8;<br>257:25<br><b>two- (1)</b><br>134:15<br><b>two-and-a-half (2)</b><br>117:22;135:11<br><b>two-way (2)</b><br>118:7,19<br><b>two-year (3)</b><br>75:2;80:3;84:24<br><b>Tyler (1)</b><br>52:18<br><b>type (6)</b><br>22:4;42:10;74:25;<br>78:7;147:5;155:20<br><b>typically (3)</b><br>38:20;88:2;252:8<br><b>typo (1)</b><br>225:6 |
| <b>U</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>UACCB (8)</b><br>106:14;108:5;<br>122:8;123:20;124:1,<br>6,8;126:4<br><b>UCA- (1)</b><br>203:19<br><b>Ultimately (1)</b><br>178:16<br><b>unable (1)</b><br>169:5<br><b>unacceptable (1)</b><br>74:19<br><b>UNANIMOUS (32)</b><br>24:10,22;25:10,23;<br>29:5;45:1;91:9;<br>94:20;96:9;97:17;<br>98:22;99:20;100:18;<br>105:5;142:15;<br>143:16;144:3;<br>148:16;168:14;<br>169:19;197:11;<br>198:13,24;226:5,16;<br>227:24;229:11;<br>230:13;231:11;<br>263:15;264:19;<br>266:16<br><b>unanimously (34)</b><br>24:12,24;25:12,25;<br>29:7;32:24;45:3;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |

|                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                    |                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 49:8;91:11;94:22;<br>96:11;97:19;98:24;<br>99:22;100:20;105:7;<br>142:17;143:18;<br>144:5;148:18;<br>168:16;169:21;<br>197:13;198:15;<br>199:1;226:7,18;<br>228:1;229:13;<br>230:15;231:15;<br>263:17;264:21;<br>266:18 | 28:7,18;33:22;34:15;<br>48:1;53:25;61:14;<br>65:25;66:13,14;<br>67:10;68:8;75:3;<br>78:17;83:5,14;86:20;<br>98:19;101:13,19;<br>103:9;106:23;110:7;<br>111:17;114:7;<br>116:12,17,19;117:25;<br>119:5,16;120:11;<br>125:7;128:3;129:15;<br>145:8;147:6;148:3;<br>149:22;157:20;<br>164:24;165:12;<br>166:8,19;169:8;<br>172:21;185:8;<br>188:12;199:3;200:3;<br>207:11;210:23;<br>215:21;219:13,20;<br>220:24;236:7,20;<br>237:17;242:18,23;<br>243:10;259:6,23 | 110:20;123:2,3;<br>136:6;139:3,10;<br>183:2;202:17;<br>211:13;216:19                                                                                                                                               | 17;245:19                                                                                  | 248:14;261:18                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>unattended (1)</b><br>27:19                                                                                                                                                                                          | 28:7,18;33:22;34:15;<br>48:1;53:25;61:14;<br>65:25;66:13,14;<br>67:10;68:8;75:3;<br>78:17;83:5,14;86:20;<br>98:19;101:13,19;<br>103:9;106:23;110:7;<br>111:17;114:7;<br>116:12,17,19;117:25;<br>119:5,16;120:11;<br>125:7;128:3;129:15;<br>145:8;147:6;148:3;<br>149:22;157:20;<br>164:24;165:12;<br>166:8,19;169:8;<br>172:21;185:8;<br>188:12;199:3;200:3;<br>207:11;210:23;<br>215:21;219:13,20;<br>220:24;236:7,20;<br>237:17;242:18,23;<br>243:10;259:6,23 | <b>usually (2)</b><br>15:18;35:12                                                                                                                                                                                  | <b>videotape (1)</b><br>68:4                                                               | <b>votes (1)</b><br>170:25                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>uncomfortable (1)</b><br>205:15                                                                                                                                                                                      | 164:24;165:12;<br>166:8,19;169:8;<br>172:21;185:8;<br>188:12;199:3;200:3;<br>207:11;210:23;<br>215:21;219:13,20;<br>220:24;236:7,20;<br>237:17;242:18,23;<br>243:10;259:6,23                                                                                                                                                                                                                                                                                    | <b>utilize (3)</b><br>175:13;177:16;<br>179:21                                                                                                                                                                     | <b>viewed (1)</b><br>151:1                                                                 | <b>voting (1)</b><br>251:18                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>unconstitutional (1)</b><br>27:21                                                                                                                                                                                    | 188:12;199:3;200:3;<br>207:11;210:23;<br>215:21;219:13,20;<br>220:24;236:7,20;<br>237:17;242:18,23;<br>243:10;259:6,23                                                                                                                                                                                                                                                                                                                                          | <b>utilizing (3)</b><br>130:24;180:9,23                                                                                                                                                                            | <b>violated (6)</b><br>55:20;57:23;59:4,<br>23;60:5;245:9                                  | <b>vulnerability (1)</b><br>81:10                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>under (16)</b><br>11:6;30:2;57:21;<br>60:16;88:25;96:22;<br>102:23;103:25;<br>119:25;128:17;<br>147:8,15;159:21;<br>169:3;171:6,7                                                                                    | <b>update (1)</b><br>128:5                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>V</b>                                                                                                                                                                                                           | <b>violates (1)</b><br>37:3                                                                | <b>vulnerable (1)</b><br>88:10                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>undergo (1)</b><br>250:20                                                                                                                                                                                            | <b>update (1)</b><br>128:5                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>vacancy (2)</b><br>160:25;165:25                                                                                                                                                                                | <b>violating (1)</b><br>66:8                                                               | <b>W</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>underscore (1)</b><br>81:3                                                                                                                                                                                           | <b>up-front (2)</b><br>186:23,24                                                                                                                                                                                                                                                                                                                                                                                                                                | <b>vague (1)</b><br>184:25                                                                                                                                                                                         | <b>violation (6)</b><br>30:7;39:3;56:3;<br>58:22;96:25;97:2                                | <b>wait (2)</b><br>112:1;259:19                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>understands (1)</b><br>17:20                                                                                                                                                                                         | <b>uphold (2)</b><br>240:4,13                                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>Valerie (1)</b><br>234:20                                                                                                                                                                                       | <b>violations (4)</b><br>34:7;93:16;95:14;<br>227:15                                       | <b>waiting (2)</b><br>68:13;178:7                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>unexpected (2)</b><br>12:9;101:21                                                                                                                                                                                    | <b>upon (3)</b><br>89:20;91:3;155:14                                                                                                                                                                                                                                                                                                                                                                                                                            | <b>valid (4)</b><br>93:15;95:7;96:18;<br>180:7                                                                                                                                                                     | <b>violent (2)</b><br>56:7;76:6                                                            | <b>waive (2)</b><br>176:5;191:7                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>unfortunate (1)</b><br>81:6                                                                                                                                                                                          | <b>upper (1)</b><br>178:15                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>VALLEY (2)</b><br>228:13,18                                                                                                                                                                                     | <b>Virtual (10)</b><br>138:10,10;167:11;<br>180:24;182:10,11;<br>183:5;184:1,18;<br>214:14 | <b>waived (1)</b><br>207:15                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>unfortunately (1)</b><br>14:12                                                                                                                                                                                       | <b>upsetting (1)</b><br>238:24                                                                                                                                                                                                                                                                                                                                                                                                                                  | <b>value (3)</b><br>78:2;79:15;82:18                                                                                                                                                                               | <b>vision (5)</b><br>108:24;152:7;<br>154:22,23,23                                         | <b>WAIVER (84)</b><br>26:15,22;27:1,3;<br>28:1,4,25;101:7,11;<br>112:5;122:21;124:6,<br>21;127:9;128:9;<br>130:20,24;131:3;<br>134:6,7,13;135:17;<br>141:2,4,21,25;142:7,<br>8,18,20;143:7,9,19,<br>21;146:4;147:18;<br>148:10;152:10;<br>153:7;154:9;158:1,2;<br>159:11,18;160:7,21;<br>162:12;167:18;<br>168:2,4,4,7,17;<br>169:22;170:11,15;<br>172:3;173:20;177:6;<br>178:24;179:21;<br>180:9;183:13,19;<br>194:17;196:2;197:5,<br>14,16;198:5,7,16;<br>203:21;207:7;209:2;<br>223:10,13;224:7,14;<br>225:11,25;226:8,10,<br>22 |
| <b>Uniform (1)</b><br>152:11                                                                                                                                                                                            | <b>up-to-date (1)</b><br>239:23                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>valued (1)</b><br>109:10                                                                                                                                                                                        | <b>visit (5)</b><br>151:15;195:23;<br>238:17;241:21,22                                     | <b>waivers (101)</b><br>73:20;75:7;100:21,<br>25;101:8,12;104:24;<br>105:9;106:1,5;111:3,<br>11,14,24;113:24;<br>120:6;121:3;122:17,<br>23;123:2,8,9,16;<br>125:9;126:7;127:8;<br>129:14;137:24;<br>138:18,20;139:3;<br>141:20;145:17;<br>146:1;149:1,4,12;<br>150:20;151:24;<br>152:4,4,7,23;153:15,<br>18,21;154:6,19,21;<br>155:3,11,21;156:4,6,<br>7,17,20,21,24,24;<br>157:7,9,10,11;                                                                                                                                          |
| <b>unique (3)</b><br>5:10;102:21;<br>177:22                                                                                                                                                                             | <b>urge (3)</b><br>60:4,10,12                                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>venture (1)</b><br>21:9                                                                                                                                                                                         | <b>visiting (3)</b><br>21:25;175:19;<br>223:7                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Unit (3)</b><br>95:20;232:1;<br>261:20                                                                                                                                                                               | <b>urgent (1)</b><br>253:19                                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>venue (3)</b><br>178:21;182:24;<br>186:25                                                                                                                                                                       | <b>visualize (1)</b><br>189:19                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>universally (1)</b><br>30:24                                                                                                                                                                                         | <b>urgently (1)</b><br>93:5                                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>venues (1)</b><br>177:9                                                                                                                                                                                         | <b>vital (1)</b><br>253:17                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>universities (1)</b><br>10:9                                                                                                                                                                                         | <b>use (21)</b><br>18:19;23:6;56:18;<br>58:19;85:5;117:15;<br>128:13;131:24;<br>136:16;147:14,22;<br>156:7;171:6;175:15;<br>179:16;180:25;<br>193:25;201:17;<br>205:17;208:4;219:25                                                                                                                                                                                                                                                                             | <b>verbal (4)</b><br>55:14;57:4;59:12;<br>90:12                                                                                                                                                                    | <b>vocational (1)</b><br>155:13                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>University (6)</b><br>10:10,11;174:15;<br>203:19,20;254:5                                                                                                                                                            | <b>used (16)</b><br>12:13;15:25;23:10;<br>53:3,5;55:22;56:4;<br>62:20;83:2;123:17;<br>127:13;128:25;<br>136:10,13;137:1;<br>213:13                                                                                                                                                                                                                                                                                                                              | <b>versus (3)</b><br>78:23;210:1;246:8                                                                                                                                                                             | <b>voice (2)</b><br>43:17;208:1                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>unless (5)</b><br>8:24;28:21;131:25;<br>163:20;241:8                                                                                                                                                                 | <b>uses (1)</b><br>30:4                                                                                                                                                                                                                                                                                                                                                                                                                                         | <b>vertically (1)</b><br>190:18                                                                                                                                                                                    | <b>void (1)</b><br>49:4                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>unofficial (1)</b><br>232:16                                                                                                                                                                                         | <b>using (17)</b><br>15:25;16:2;23:2;<br>57:1,4;84:6,15;                                                                                                                                                                                                                                                                                                                                                                                                        | <b>veteran (1)</b><br>164:1                                                                                                                                                                                        | <b>Volume (1)</b><br>49:12                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>unsuccessful (1)</b><br>15:13                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>vetted (1)</b><br>205:11                                                                                                                                                                                        | <b>voluntarily (3)</b><br>94:6;95:23;224:16                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>unusual (2)</b><br>29:24;35:8                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>via (4)</b><br>153:8;157:24;<br>160:2;255:10                                                                                                                                                                    | <b>volunteer (1)</b><br>179:22                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>up (67)</b><br>12:10;13:4;18:12;                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>VICE-CHAIR (4)</b><br>265:11,14,24;<br>266:6                                                                                                                                                                    | <b>volunteered (1)</b><br>132:2                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>video (39)</b><br>9:13;35:3,20;<br>42:11;44:5;46:21,22;<br>55:3,4;56:3,11,22;<br>58:1,10,12;59:2;<br>60:14;62:1,16;63:25;<br>64:1,3,10,13,19;<br>65:25;66:1,4;67:8;<br>24;69:13,14;79:16;<br>150:23,25;151:1,4, | <b>volunteers (1)</b><br>190:5                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                    | <b>vote (8)</b><br>92:4;125:3;143:6;<br>170:10;232:3;245:6;<br>248:13;261:18               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                    | <b>voted (5)</b><br>32:23;49:8;232:2;                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |  |  |  |  |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|--|
| 159:20;160:15;<br>167:12;171:25;<br>172:9;173:24;176:1;<br>177:19;179:2,17;<br>180:1;181:13;182:2,<br>5;183:3;188:19;<br>192:2;196:20;<br>198:19;199:4,14;<br>203:8;206:4,5,7;<br>209:22;211:8,8,11;<br>213:24;214:17,18,22,<br>24;216:10;217:13;<br>224:13<br><b>waiving (2)</b><br>178:1;180:12<br><b>wake (1)</b><br>243:10<br><b>walk (2)</b><br>147:21;212:23<br><b>walking (1)</b><br>242:17<br><b>wants (14)</b><br>15:3;20:19;31:7;<br>41:4,5,17;80:1;82:6;<br>115:21;124:2,2;<br>188:1;246:23;247:2<br><b>warning (1)</b><br>71:24<br><b>watch (5)</b><br>62:16;66:21,24;<br>67:24;244:17<br><b>watched (2)</b><br>44:4;245:19<br><b>watching (1)</b><br>171:19<br><b>way (35)</b><br>5:12,14;18:11;<br>21:24;27:14;51:22;<br>66:6;70:7;77:8;79:8;<br>81:1;115:16,19;<br>119:5,12;120:4;<br>122:11;123:13;<br>124:25;125:14;<br>160:21;165:2;<br>166:16;184:8;<br>191:21;193:4;<br>195:14;202:16;<br>210:16;227:3;<br>235:19;237:2;<br>239:19;244:14;245:9<br><b>ways (3)</b><br>80:12;154:21;<br>211:1<br><b>wealth (1)</b><br>246:10<br><b>weather (2)</b><br>152:21;178:22<br><b>web (1)</b><br>260:10<br><b>website (2)</b><br>151:1;235:13<br><b>week (11)</b><br>123:7,16;124:9;<br>223:23;224:1,5;<br>256:16,17,18,20,22<br><b>weeks (5)</b><br>108:10;132:10,10;<br>178:5;204:18<br><b>weight (1)</b><br>185:24<br><b>welcome (1)</b><br>262:20<br><b>welding (3)</b><br>123:12;124:6;<br>155:19<br><b>wellness (1)</b><br>154:14<br><b>well-respected (1)</b><br>30:25<br><b>well-rounded (3)</b><br>154:4;155:2;<br>156:12<br><b>weren't (4)</b><br>42:13;54:21;<br>141:13;234:24<br><b>what's (17)</b><br>13:24;15:25;18:5;<br>36:9;71:21;75:20;<br>85:12;118:14;<br>156:25;157:25;<br>161:16,18;185:4;<br>187:6;194:13;214:3;<br>216:8<br><b>whenever (1)</b><br>193:9<br><b>WHEREUPON (1)</b><br>150:25<br><b>whine (1)</b><br>265:3<br><b>white (1)</b><br>50:18<br><b>whole (32)</b><br>19:1,3;22:1;51:5;<br>63:9;81:22;107:12;<br>111:20,22;135:2;<br>141:5,20;146:13;<br>150:4;166:3;168:3;<br>171:10;173:3;<br>200:11;204:19;<br>206:25;207:3;<br>216:11;220:18;<br>223:11;225:17,18,19;<br>245:25;246:17;<br>256:17,18<br><b>who's (8)</b><br>13:22;27:12;39:22;<br>56:13;125:25;<br>130:17;222:10;<br>235:20<br><b>whose (2)</b><br>48:15;54:7<br><b>who've (1)</b><br>68:12<br><b>wide (1)</b><br>252:6<br><b>wife (2)</b><br>117:7;136:21<br><b>Wildcats (1)</b><br>201:8<br><b>willful (1)</b><br>57:7<br><b>WILLIAM (3)</b><br>92:19,23;268:24<br><b>WILLIAMS (30)</b><br>4:14,17,17;9:2,3,6,<br>9;11:20;12:13;13:11,<br>13;14:3,16;15:2,8,17;<br>16:3,21,23;17:4,7;<br>18:22;19:2;21:2;<br>22:22;23:5;26:1,2,7;<br>229:22<br><b>WILLIAMSON (29)</b><br>28:25;29:3;44:12,<br>14,24;87:9,14,20,23;<br>144:18,20,22,25;<br>145:2,5,7,10;148:12,<br>14;169:15,17;198:1,<br>3;248:19;251:9,10,<br>13;257:5;258:5<br><b>willing (7)</b><br>13:9;37:20;80:10,<br>10;131:1;179:23;<br>265:22<br><b>willingness (1)</b><br>177:1<br><b>wind (2)</b><br>53:25;166:19<br><b>winds (1)</b><br>83:14<br><b>winning (1)</b><br>188:5<br><b>wise (1)</b><br>240:2<br><b>wish (9)</b><br>4:22;50:19;51:7;<br>88:20;107:19;<br>158:11;228:24;<br>229:25;238:9<br><b>withdraw (1)</b><br>224:16<br><b>within (13)</b><br>31:22;74:25;79:1;<br>128:23;177:13,17;<br>181:18;193:15;<br>201:15;206:14,15;<br>208:22;216:15<br><b>without (14)</b><br>27:20;33:3;37:12;<br>39:21;49:17;60:8;<br>76:22;112:7;126:5;<br>138:20;157:8;178:7;<br>180:19;217:3<br><b>witness (1)</b><br>39:19<br><b>witness's (1)</b><br>47:19<br><b>women (1)</b><br>112:11<br><b>wonder (3)</b><br>164:21;165:2;<br>166:1<br><b>wonderful (6)</b><br>5:1;9:12,13;<br>107:15;173:5;200:14<br><b>wondering (4)</b><br>23:1;103:22;206:5;<br>262:13<br><b>Wood (5)</b><br>172:17;173:16;<br>181:22,25,25<br><b>word (7)</b><br>48:11;85:5,5;<br>87:15;185:16;253:8,<br>9<br><b>worded (1)</b><br>89:17<br><b>wording (3)</b><br>86:1,5,14<br><b>words (3)</b><br>56:4,18;57:21<br><b>work (61)</b><br>7:1,7,15,22;9:19;<br>10:21;11:3,5;13:3,<br>19;14:2;19:4,6,7,14;<br>20:2,21,25;22:7,17;<br>32:25;37:21;39:14,<br>15;47:25;48:2;49:14;<br>74:21;78:12;84:12;<br>112:12;114:11;<br>116:3;122:23,23;<br>130:22;135:6,10,20;<br>136:11;146:25;<br>152:25,25;153:1,6;<br>157:7;177:9;178:3;<br>180:6;181:3;182:18;<br>186:19;189:17;<br>192:18;199:3;202:9;<br>203:17;213:11;<br>217:20;246:21,22<br><b>worked (14)</b><br>6:9;9:11;13:18,22;<br>48:16,25;102:1,15;<br>109:24;113:1;120:4;<br>135:15;186:17;<br>253:25<br><b>worker (1)</b><br>185:12<br><b>working (32)</b><br>7:25;10:12;20:3;<br>22:3;39:13,15;51:19;<br>108:11;120:13,16,18,<br>19;124:11;126:9;<br>137:12;141:13;<br>153:2;154:11,15;<br>155:24;175:3,10;<br>183:1;186:2;202:20;<br>205:25;210:4;212:5;<br>242:11,12;257:10;<br>265:1<br><b>Workplace (1)</b><br>116:12<br><b>works (7)</b><br>82:23;115:12;<br>206:14;208:2,18;<br>254:6;258:4<br><b>workshops (1)</b><br>136:22<br><b>world (3)</b><br>116:23;177:17;<br>180:21<br><b>world-class (2)</b><br>174:18;201:10<br><b>worried (1)</b><br>127:6<br><b>worrisome (1)</b><br>158:25<br><b>worry (2)</b><br>163:20;212:12<br><b>wrestling (1)</b><br>53:5<br><b>write (2)</b><br>181:14;205:12<br><b>written (14)</b><br>31:19;46:11;47:7;<br>52:21;53:7;62:22;<br>71:24,24;88:18;<br>89:20;90:6,14;91:2;<br>158:6<br><b>wrong (5)</b><br>25:16;81:10;<br>234:18;242:4;243:5<br><b>wrote (3)</b><br>8:21;62:20;255:17 |  |  |  |  |
| <b>Y</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |  |  |  |  |
| <b>y'all (14)</b><br>20:20;33:8;34:6;<br>40:2;148:24;157:22;<br>165:1;184:14;<br>192:18;193:25;<br>215:9;223:7;255:23;<br>262:13<br><b>year (93)</b><br>8:9,14,15,18;<br>12:12;13:1,3,4,8;<br>14:17;15:11;17:19;<br>19:3;32:20;35:11;<br>36:1;41:19;46:9;<br>49:3;52:16;53:1;<br>57:10;59:1;60:13;<br>72:20;78:15;82:12;<br>97:1;101:22;103:4,<br>10,22,23;104:8;<br>108,16,18;110:12,14;<br>111:17,18,20;112:22;<br>113:15,16;127:17;<br>130:22;139:24;<br>141:4;146:3,20;<br>147:11;149:16;<br>152:12,22;155:5,6;<br>156:17;160:6,11;<br>161:17;162:10;<br>163:21;169:9;<br>175:22;182:9;183:6,                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |  |  |  |  |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>13,24;184:12,14;<br/>185:17,18,18,19;<br/>186:5,6;199:17;<br/>201:4;209:24;210:1,<br/>7,17;219:14,20;<br/>220:23;224:22;<br/>233:13;250:9,13,14;<br/>261:19;263:4;265:15</p> <p><b>year-long (1)</b><br/>220:11</p> <p><b>years (62)</b><br/>6:20;8:13;10:18;<br/>14:22;15:10,18,21;<br/>27:23;28:8;31:1,12;<br/>39:8;47:24;48:17,18,<br/>24;49:22,24;50:14;<br/>51:5,6;52:2;54:9;<br/>74:13;77:18,19;<br/>79:21;80:8;83:10,18;<br/>84:4;93:22;95:6,19;<br/>106:8;120:4;121:22;<br/>122:5,5;129:19;<br/>146:4;149:17;<br/>157:12;172:12;<br/>181:14;183:11;<br/>187:3,7;196:11;<br/>199:18;214:5,6;<br/>220:25;234:2;235:3,<br/>19;238:14;247:6;<br/>254:20,21,22,23</p> <p><b>years' (3)</b><br/>32:3;36:20;202:22</p> <p><b>you-all (1)</b><br/>212:5</p> <p><b>young (12)</b><br/>39:24;48:22;50:10;<br/>51:14;83:4;112:10,<br/>11;123:16;124:4,14;<br/>185:10;187:1</p> <p><b>youngest (1)</b><br/>7:24</p> <p><b>your-self (1)</b><br/>62:16</p> <p><b>YVETTE (2)</b><br/>100:1,4</p> <hr/> <p style="text-align: center;"><b>Z</b></p> <hr/> <p><b>Zena (2)</b><br/>149:18;150:17</p> <p><b>zone (4)</b><br/>164:19,20,23;<br/>171:13</p> <p><b>zones (9)</b><br/>164:19,25;165:3,<br/>20;166:14,15,18,19;<br/>171:9</p> <p><b>Zook (157)</b><br/>14:6,7,19,25;15:5,<br/>15,23;16:20,22,25;<br/>17:6;18:21,23;19:12;<br/>22:21;29:1,3;34:16,<br/>17;35:5,8,23;36:4,6,</p> | <p>22;37:1,9,16;39:9;<br/>41:22;64:20;65:8,11,<br/>13;67:8;69:20,21,22;<br/>70:2,9,10;80:5;<br/>82:25;85:13;92:1,3,<br/>4;94:9,17;95:25;<br/>96:3;97:12,15;105:1,<br/>3;125:13,14;126:13;<br/>138:7,8,15;139:4,7,<br/>15,17;140:17,19;<br/>141:10;142:8,12,20,<br/>25;143:9,14,21,25;<br/>159:6,7;160:18,19;<br/>164:16,17;165:17,22;<br/>166:1,6,8,18,21;<br/>167:10,14,24;170:2,<br/>4,14;195:8,9,24;<br/>197:24;198:3,9,11,<br/>20,22;212:3,10,16;<br/>213:5,16;214:1;<br/>225:18,20;226:1,3,<br/>10,13,23,25;239:11;<br/>240:22;244:6,8;<br/>245:4,5;247:3,18;<br/>250:1;252:24,25;<br/>253:14,20,22;254:3,<br/>6;255:8,9;256:17,19;<br/>257:2,25;258:4,9;<br/>260:6,22;262:23;<br/>263:5,10,11;264:24;<br/>265:6,15,16,17,19,<br/>20;266:1,22</p> <hr/> <p style="text-align: center;"><b>1</b></p> <hr/> <p><b>1 (19)</b><br/>8:23;46:13;49:12;<br/>54:25;55:21;57:24;<br/>58:4,22;59:4,9,23;<br/>60:5,6;206:9;233:4;<br/>267:25;268:25;<br/>269:25;270:25</p> <p><b>1:00 (4)</b><br/>67:6,19;68:15,16</p> <p><b>1:30 (2)</b><br/>68:7;69:4</p> <p><b>1:34 (1)</b><br/>69:5</p> <p><b>10 (25)</b><br/>31:4;45:15,18;<br/>46:4,12;51:22;54:18;<br/>67:6;119:15;127:21,<br/>24;178:5;182:11;<br/>184:15;189:25;<br/>217:8;236:5;249:4,<br/>13,13;255:24,24;<br/>256:1,2,5</p> <p><b>10- (1)</b><br/>144:9</p> <p><b>10% (1)</b><br/>171:9</p> <p><b>10.01.4 (2)</b><br/>223:19;225:5</p> | <p><b>10:00 (8)</b><br/>258:4,6,9,9,10,10,<br/>17,18</p> <p><b>100 (2)</b><br/>47:14;109:18</p> <p><b>106 (1)</b><br/>57:20</p> <p><b>10-day (1)</b><br/>249:18</p> <p><b>10-minute (2)</b><br/>26:8;228:7</p> <p><b>10th (2)</b><br/>46:8;49:19</p> <p><b>10-to-12:00 (1)</b><br/>26:9</p> <p><b>11 (6)</b><br/>31:17;48:18;52:4;<br/>127:21,24;189:25</p> <p><b>11:40 (1)</b><br/>26:10</p> <p><b>11:52 (1)</b><br/>26:10</p> <p><b>115 (1)</b><br/>210:18</p> <p><b>11th (1)</b><br/>106:7</p> <p><b>12 (13)</b><br/>93:19;127:21,24;<br/>130:5;174:8,10;<br/>175:25;176:20;<br/>182:9;189:25;<br/>191:25;206:11,12</p> <p><b>12:40 (1)</b><br/>65:16</p> <p><b>12:42 (1)</b><br/>65:16</p> <p><b>12:44-12:55 (1)</b><br/>67:16</p> <p><b>12:56 (1)</b><br/>69:5</p> <p><b>1240 (11)</b><br/>105:24;111:14;<br/>138:9;142:20;143:9,<br/>21;150:21;159:21;<br/>173:20;182:2;199:7</p> <p><b>127 (1)</b><br/>132:4</p> <p><b>12th (1)</b><br/>172:12</p> <p><b>13 (3)</b><br/>6:20;47:14;57:5</p> <p><b>130-something (1)</b><br/>123:2</p> <p><b>14-491 (1)</b><br/>31:14</p> <p><b>14-492 (1)</b><br/>31:16</p> <p><b>15 (7)</b><br/>50:20;51:6;83:11;<br/>110:21;112:24;<br/>190:11;243:15</p> <p><b>150 (2)</b><br/>196:22;209:15</p> | <p><b>15-027 (1)</b><br/>52:14</p> <p><b>15-032 (1)</b><br/>52:18</p> <p><b>15-051 (1)</b><br/>31:17</p> <p><b>15-069 (1)</b><br/>52:22</p> <p><b>15-073 (1)</b><br/>53:2</p> <p><b>15-152 (1)</b><br/>53:16</p> <p><b>16 (2)</b><br/>96:19;234:3</p> <p><b>1-6 (1)</b><br/>113:7</p> <p><b>160 (4)</b><br/>221:6,8;222:18,21</p> <p><b>16-149 (3)</b><br/>29:16;45:6,14</p> <p><b>16-17 (1)</b><br/>25:17</p> <p><b>1621 (1)</b><br/>242:9</p> <p><b>165 (1)</b><br/>132:6</p> <p><b>168 (1)</b><br/>7:25</p> <p><b>17 (3)</b><br/>187:3;205:8;<br/>216:16</p> <p><b>17- (1)</b><br/>175:21</p> <p><b>1700 (1)</b><br/>201:5</p> <p><b>1780 (1)</b><br/>200:23</p> <p><b>17-year (1)</b><br/>93:18</p> <p><b>18 (1)</b><br/>175:22</p> <p><b>180 (2)</b><br/>218:19;222:8</p> <p><b>18-19 (1)</b><br/>210:7</p> <p><b>1999 (3)</b><br/>27:14,18;28:5</p> <p><b>1st (7)</b><br/>40:8;51:11;122:20;<br/>133:17,18;189:15,21</p> <hr/> <p style="text-align: center;"><b>2</b></p> <hr/> <p><b>2 (5)</b><br/>12:7;31:15,18;<br/>46:18;182:12</p> <p><b>2- (1)</b><br/>64:24</p> <p><b>2:55 (1)</b><br/>144:11</p> <p><b>20 (23)</b><br/>12:14,18,19;27:23;<br/>77:18,19;84:4;</p> | <p>106:18,21;107:1,1,<br/>18;132:11;133:16;<br/>146:16,18;150:8;<br/>173:8;190:9;200:17;<br/>232:17,18;235:19</p> <p><b>20/20/5 (1)</b><br/>259:12</p> <p><b>200 (1)</b><br/>13:6</p> <p><b>2002 (1)</b><br/>48:2</p> <p><b>2003 (1)</b><br/>176:21</p> <p><b>2014 (1)</b><br/>181:17</p> <p><b>2015 (5)</b><br/>57:5;93:16;95:14;<br/>105:24;234:3</p> <p><b>2016 (12)</b><br/>32:20;46:14;55:1;<br/>58:4;59:9;60:6;<br/>93:17;95:7,15,15;<br/>96:19;173:20</p> <p><b>2016-17 (1)</b><br/>182:8</p> <p><b>2016-2017 (2)</b><br/>4:2,11</p> <p><b>2017 (4)</b><br/>46:12;93:19;96:18;<br/>232:3</p> <p><b>2017-18 (3)</b><br/>25:15;157:12;<br/>266:6</p> <p><b>2017-2018 (1)</b><br/>4:6</p> <p><b>2018-19 (1)</b><br/>181:18</p> <p><b>2019 (1)</b><br/>93:15</p> <p><b>20-something (1)</b><br/>79:20</p> <p><b>21 (2)</b><br/>46:14;47:24</p> <p><b>210 (1)</b><br/>116:10</p> <p><b>21st (1)</b><br/>132:12</p> <p><b>22 (1)</b><br/>192:17</p> <p><b>220 (1)</b><br/>116:10</p> <p><b>22nd (2)</b><br/>256:9;260:22</p> <p><b>23 (1)</b><br/>242:16</p> <p><b>23rd (1)</b><br/>93:24</p> <p><b>24 (4)</b><br/>132:7;192:16,23;<br/>193:3</p> <p><b>240 (1)</b><br/>183:6</p> <p><b>25 (3)</b></p> |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                              |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|
| 49:22;52:2;179:20<br><b>25% (2)</b><br>234:8;243:17<br><b>250 (5)</b><br>109:18;116:7,8;<br>190:1;252:20<br><b>26 (4)</b><br>50:14;110:18;<br>192:23,23<br><b>26th (2)</b><br>146:3;257:17<br><b>28 (4)</b><br>133:18;209:5;<br>220:21,24<br><b>28-1/2 (1)</b><br>48:17<br><b>29 (2)</b><br>31:1;54:9<br><b>294 (1)</b><br>128:5<br><b>295 (1)</b><br>128:6<br><b>29th (2)</b><br>256:22,24<br><b>2-minute (1)</b><br>65:6<br><b>2nd (2)</b><br>31:17;189:21                                                                | <b>33 (1)</b><br>131:15<br><b>344 (1)</b><br>184:12<br><b>35% (2)</b><br>19:23;20:1<br><b>36 (1)</b><br>243:14<br><b>3rd (6)</b><br>19:23,25;20:16,19;<br>21:16;189:14                                                                                                                                                                                                                                                                                                           | <b>504 (1)</b><br>185:1<br><b>51 (5)</b><br>49:13;110:17,18,<br>22;111:1<br><b>51% (1)</b><br>234:6<br><b>56 (1)</b><br>49:24<br><b>5-64-443b (1)</b><br>96:22<br><b>5-8 (3)</b><br>113:4;130:4,16<br><b>59 (1)</b><br>238:14<br><b>5-minute (4)</b><br>66:23;67:1,1;107:2<br><b>5th (7)</b><br>7:5,10;21:16;<br>112:23;113:4;<br>127:17;202:4<br><b>5-to-1 (1)</b><br>261:18                                                                                                                                                                                                                                                                   | <b>6-to-1 (1)</b><br>232:3<br><br><b>7</b><br><br><b>7 (6)</b><br>93:8;111:1;119:15;<br>189:23;206:10,11<br><b>700 (1)</b><br>183:7<br><b>71% (1)</b><br>200:22<br><b>72% (1)</b><br>109:21<br><b>775 (1)</b><br>109:20<br><b>7th (10)</b><br>113:15;127:21,22,<br>23;187:7;206:11;<br>209:7;210:6;220:25;<br>224:22                                                                | 147:15<br><b>9th (11)</b><br>130:1,18;146:24;<br>183:13,16,25;184:12;<br>185:17,18,19;199:17 |
| <b>3</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <b>4</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <b>6</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>8</b>                                                                                                                                                                                                                                                                                                                                                                            |                                                                                              |
| <b>3 (10)</b><br>15:6;19:22;189:22;<br>216:20;233:3,3,5;<br>237:18;259:2,6<br><b>3- (1)</b><br>9:21<br><b>3:05 (1)</b><br>144:10<br><b>3:07 (1)</b><br>144:11<br><b>30 (8)</b><br>100:22;101:2;<br>131:15;189:15;<br>209:7;220:21,25;<br>232:3<br><b>30% (1)</b><br>21:6<br><b>300 (1)</b><br>190:2<br><b>30-hour (2)</b><br>223:22,23<br><b>30-minute (1)</b><br>139:2<br><b>30th (6)</b><br>256:25;257:3,11,<br>15;258:17,17<br><b>31 (3)</b><br>93:15;95:7;96:18<br><b>31st (1)</b><br>250:24<br><b>32 (1)</b><br>192:24 | <b>4 (5)</b><br>57:20;189:22;<br>206:10;216:20;224:1<br><b>4.02.3 (1)</b><br>176:6<br><b>4.02.7 (1)</b><br>176:3<br><b>4:45 (1)</b><br>228:10<br><b>4:55 (1)</b><br>228:10<br><b>40 (1)</b><br>224:4<br><b>40% (2)</b><br>19:23;21:6<br><b>42% (1)</b><br>234:5<br><b>45 (1)</b><br>258:5<br><b>4-5 (1)</b><br>113:2<br><b>47 (2)</b><br>113:15;132:19<br><b>4th (5)</b><br>20:16;21:16;113:5;<br>129:8;149:16<br><b>4th/5th (1)</b><br>127:4<br><b>4-year (2)</b><br>9:21;19:16 | <b>6 (8)</b><br>119:15;128:14;<br>189:23;200:23;<br>206:9,9,10;223:25<br><b>6- (1)</b><br>49:8<br><b>60 (4)</b><br>51:5;95:5;96:24;<br>210:22<br><b>60% (3)</b><br>19:17,24;21:6<br><b>61 (3)</b><br>95:5;113:16;<br>132:20<br><b>6-13 (1)</b><br>171:6<br><b>6-13-619 (1)</b><br>159:12<br><b>6-13-631 (2)</b><br>165:13;171:8<br><b>6-16 (2)</b><br>159:12,13<br><b>6-17-428c4 (1)</b><br>30:3<br><b>6-18-210 (2)</b><br>141:2;196:18<br><b>6-hour (1)</b><br>223:23<br><b>6-minute (1)</b><br>67:12<br><b>6th (14)</b><br>112:24;127:20,22,<br>23;199:18,19;202:3,<br>5;206:12,13;209:5;<br>211:5;212:7;220:24<br><b>6-to-0 (1)</b><br>32:24 | <b>8 (13)</b><br>119:15;176:1;<br>177:7;179:4;181:16;<br>182:9;189:24;<br>200:23;206:9,10;<br>260:15,16,18<br><b>8% (1)</b><br>234:6<br><b>8:30 (1)</b><br>73:19<br><b>80s (1)</b><br>212:18<br><b>8-Ball (1)</b><br>118:2<br><b>8-point (1)</b><br>234:7<br><b>8th (14)</b><br>127:21,22,23;<br>129:25;130:17;<br>175:22;187:8;192:6;<br>193:1;206:13;209:7;<br>210:6;221:1;224:22 |                                                                                              |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <b>5</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>9</b>                                                                                                                                                                                                                                                                                                                                                                            |                                                                                              |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <b>5 (11)</b><br>5:24;11:6;119:15;<br>128:14;184:13,14;<br>188:15;189:22;<br>190:11;228:8;232:18<br><b>5:00 (1)</b><br>228:8<br><b>5:40 (1)</b><br>266:25<br><b>50 (2)</b><br>49:12;116:7<br><b>50% (4)</b><br>19:15;123:24;<br>204:17;234:5<br><b>500 (1)</b><br>183:7                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>9 (9)</b><br>119:16;127:21,24;<br>130:20;173:20;<br>174:8;176:20;<br>189:24;191:25<br><b>9- (1)</b><br>130:4<br><b>9:00 (3)</b><br>257:23;258:2,3<br><b>90 (7)</b><br>31:22;106:6;146:2;<br>149:15;172:11;<br>199:16;261:20<br><b>9-12 (1)</b>                                                                                                                                   |                                                                                              |