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

$$
\text { May 12, } 2016
$$

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

BEFORE THE ARKANSAS DEPARTMENT OF EDUCATION STATE BOARD OF EDUCATION

May 12, 2016
10:00 A.M.

## APPEARANCES :

Mr. Johnny Key
Ms. Toyce Newton
Ms. Mireya Reith
Dr. Jay Barth
Ms. Diane Zook
Mr . Joe Black
Ms. Susan Chambers
Ms. Charisse Dean
Mr. R. Brett Williamson
Ms. Ouida Newton

APPEARANCES (via telephone):
Ms. Vicki Saviers

LEGAL COUNSEL FOR THE BOARD:
Ms. Kendra Clay
Ms. Lori Freno
Ms. Courtney Salas-Ford
Mr. Cory Biggs

Commissioner
Chairperson
Vice Chairman
Board Member
Board Member
Board Member
Board Member
Board Member
Board Member
Teacher of the Year/ Non-Voting Member

Board Member

LOCATION: ADE Auditorium
\#4 Capitol Mall
Little Rock, AR
I N D EX
Page
A-1: ABC PD Renewal and Research Grants ..... 4
A-2: ABC Enhancement Grants 2016 ..... 8
A-3: LRSD Progress Report ..... 11

- Comments by Commissioner Key ..... 44
- Public Comments ..... 63
A-4: School Choice Appeal - Warren ..... 138, 166
A-5: School Choice Appeal - Springer ..... 150
A-6: Lincoln Academy ..... 158
A-7: Forrest City School District ..... 169
A-8: Harrison School District ..... 189
A-9: Pea Ridge - Pulled from Agenda
A-10: Pine Bluff - Pulled from Agenda
A-11: JNPSD/PCSSD Detachment Agreement Amendment. ..... 221
A-12: Badger Academy ..... 167
A-13: PLSB Nominations. ..... 223
A-14: PSAT ..... 224
A-15: High School Math Courses ..... 226
A-16: Rules re: Insulin and Glucagon ..... 228
A-17: Qualified Teacher Requirements ..... 230
Court Reporter's Certificate. ..... 239


## EXHIBITS

A-1: ARKANSAS BETTER CHANCE

EXHIBIT ONE (1)
2016-2017 ABC Program Income Guidelines, Summary of State Board Information, and 2016-2017 Sliding Fee Scale

A-2: ARKANSAS BETTER CHANCE

EXHIBIT ONE (1)
ABC Summer Services 2016

A-3: LITTLE ROCK SCHOOL DISTRICT

EXHIBIT ONE (1)
PowerPoint Presentation

EXHIBIT TWO (2)
Report by Commissioner Key re: Engagement of a Research Facilitator and Stakeholder Group

A-4: SCHOOL CHOICE APPEAL - WARREN

EXHIBIT ONE (1)
Reference Letter by Rev. Daniel McDougall, Student Transcript, and Grade Reports
P R O C E E D I N G S
A-1: CONSIDERATION OF THE 2016-2017 AR BETTER CHANCE RENEWAL
OF PROFESSIONAL DEVELOPMENT AND RESEARCH GRANTS
CHAIRPERSON NEWTON: We move now to our action
agenda: A-1, Consideration of the $2016-17$ Arkansas
Better Chance Renewal of Professional Development and
Research Grants, and that's Ms. Mary McKinney.
MS. McKINNEY: Thank you. In your board packet
you received a listing of the professional service
contracts, and it's a renewal of previous year
contracts and this will help support the services in
the program for the Arkansas Better Chance. And I
bring it to you to -- for your approval -- review and
approval.

CHAIRPERSON NEWTON: Okay. Any questions? Ms. Zook.

MS. ZOOK: Just one. Under grantee, is that who's giving the money or who's getting the money? I know "grantee" typically is who gets the money and "grantor" is -- but I wanted to be sure I was reading it correctly.

MS. MCKINNEY: They will receive the funding.
MS. ZOOK: Okay.
MS. McKINNEY: Uh-huh.
MS. ZOOK: Okay. And thank you again -- I want
to thank you publicly for providing me some information $I$ had requested and for how responsive that those at DHS have been to the questions I have. I really appreciate that.

MS. MCKINNEY: Thank you very much. And she's referring to the handouts that each one of you received. It has details on the federal poverty guidelines and that's the chart in bright colors. And then it -- that's what we use to look at the sliding fee scales, which is in the additional chart that's just in the white and black, and it gives the amount of monthly sliding fee scales. And then $I$ also provided another chart that gives the details about the number of children that qualify due -- for low income or being at the $200 \%$ of poverty. And that's the charts that she's referring to. And thank you very much.

CHAIRPERSON NEWTON: Dr. Barth has a question. DR. BARTH: So on the University of Central Arkansas grant for the longitudinal study could you -- do you have any more detail about that? And I apologize I didn't let you know in advance I was going to ask. But I know we've worried a little bit about there not being the kind of data we would like to track impact of the program over time. Is this
going to begin to remedy this, and for how many years are we going to be able to see -- to look at the impact of the ABC program?

MS. MCKINNEY: I believe that we're in the process of working with the Department of Education to be able to continue that longitudinal view of our children as they leave from the pre-k going into public education.

DR. BARTH: And how many -- do you have a sense of how many years into school we're going to be able to track their --

MS. McKINNEY: It would be my hopes we'd be able to track them all the way through --

DR. BARTH: Okay.
MS. MCKINNEY: -- to the 12th grade --
DR. BARTH: Okay.
MS. MCKINNEY: -- although knowing that there would be attrition and --

DR. BARTH: Sure.
MS. McKINNEY: -- children moving on. But it would be my hopes that we would be able -- and I think that is the intent and plan.

DR. BARTH: Okay. Great.
MS. ZOOK: One of the questions -- or one of the answers that $I$ was given too is part of the problem
on the longitudinal studies between them and $\mathrm{K}-12$ is the same one that we in $K-12$ have between $K-12$ and higher ed. and then beyond is the sharing of data and student -- possibly identifiable student data and the rules surrounding that. So, you know, that all has to be worked out. It's not that people aren't willing; it's just that there are constraints on the kind of data that can be shared.

DR. BARTH: Yeah. And I totally agree with -understand that. I just don't want -- in the ForwARd initiative where high quality pre-K is a real centerpiece of that plan, that game plan for education, that the absence of good longitudinal data is -- has been a real concern. And it's one of the -- one of the focuses of that is improving the data as we improve the quality of pre-K, so I do think this is a super important piece. I was just curious exactly what that study was going to look like. Thanks.

CHAIRPERSON NEWTON: Any other questions? Then what is the pleasure of the Board relative to action item agenda A-1?

DR. BARTH: I move approval.
CHAIRPERSON NEWTON: Moved by Dr. Barth.
MS. zOOK: Second.

CHAIRPERSON NEWTON: Second by Ms. Zook. All in favor?
(UNANIMOUS CHORUS OF AYES)
CHAIRPERSON NEWTON: Any opposed? Motion carries.

A-2: CONSIDERATION OF AR BETTER CHANCE ENHANCEMENT GRANTS 2016 CHAIRPERSON NEWTON: The second is your agenda item also, Ms. McKinney: Consideration of Arkansas Better Chance Enhancement Grants 2016.

MS. McKINNEY: Yes. In the last meeting I brought to you the concept of using funding remaining at the end of the fiscal year to assist with helping us to provide the summer services for those programs that were interested in doing that, and so the first chart which says ABC Summer Services 2016. And I have passed out a new chart to you, other than the one that was in your initial packet, only because there was one that we had left off and it was the Lincoln -- and I highlighted it in yellow -- and it is the Lincoln Childcare Center. And so we'd like to add that. And that is located in Sebastian County, around the Fort Smith area, and that is a high priority area or focus.

CHAIRPERSON NEWTON: Okay. Any questions by board members?

MS. ZOOK: I do.
CHAIRPERSON NEWTON: Ms. Zook.
MS. ZOOK: And it's my understanding that this seven-plus million dollars in grants is in addition to the $\$ 111,000,000$ from the legislature. Is that correct?

MS. MCKINNEY: No, ma'am. It is the funding that was remaining at the end of the fiscal year due to programs not requesting their full amount or not fulfilling their enrollment slots.

MS. ZOOK: Okay. So it is not connected to what they just approved?

MS. MCKINNEY: No.
MS. ZOOK: Okay. Thank you.
MS. McKINNEY: That -- what you just approved is for the upcoming fiscal year, so it will be part of the new $\$ 111,000,000$.

MS. ZOOK: Thank you.
CHAIRPERSON NEWTON: Okay. Any other questions?
I failed to mention that Ms. Saviers is joining us by teleconference, so she's on the line.

What is the Board's pleasure as it relates to action item A-2?

MS. ZOOK: Move for approval.
CHAIRPERSON NEWTON: Moved by Ms. Zook.

MR. BLACK: Second.
CHAIRPERSON NEWTON: Second by Mr. Black. All in favor?
(UNANIMOUS CHORUS OF AYES)
CHAIRPERSON NEWTON: Any opposed? The motion carries. Thank you. Thank you, Ms. McKinney.

MS. McKINNEY: The next part of A-2 --
CHAIRPERSON NEWTON: Okay.
MS. MCKINNEY: -- is also an enhancement grant and it's for the infant/toddler program, to provide additional funding to them because they only receive like the other three to five age group, and to provide services to infant/toddler. Because of the low teacher-child ratio, this is additional funding that will -- we will pass through before the end of this current fiscal year. And then also a part of that is the Southeast Arkansas Education Cooperative for the AmeriCorps grant, and that's also part of the A-2 piece --

CHAIRPERSON NEWTON: Okay.
MS. MCKINNEY: -- for enhancement grants.
CHAIRPERSON NEWTON: Are there any questions about the A-2 part of this agenda that Ms. McKinney just went over? Any questions? If not, what's the pleasure of the Board?

DR. BARTH: Move approval.
CHAIRPERSON NEWTON: Okay. Moved by Dr. Barth. MS. ZOOK: Second.

CHAIRPERSON NEWTON: Second by Ms. Zook. Any questions? All in favor?
(UNANIMOUS CHORUS OF AYES)
CHAIRPERSON NEWTON: Any opposed? Motion carries.

MS. McKINNEY: Thank you.
CHAIRPERSON NEWTON: Thank you.
A-3: CONSIDERATION OF THE LITTLE ROCK SCHOOL DISTRICT (LRSD) PROGRESS REPORT

CHAIRPERSON NEWTON: A-3, Consideration of the Little Rock School District Progress Report. Baker Kurrus.

SUPT. KURRUS: Good morning.
(COURT REPORTER'S NOTE: Several board members responded with "Good morning.")

SUPT. KURRUS: Mr. Adams is going to come forward and begin our report with the CAC report, and then I'll step back up and briefly address the group, if that's your pleasure.

CHAIRPERSON NEWTON: It is our pleasure.
SUPT. KURRUS: Thank you.
MR. ADAMS: Good morning and thank you.

CHAIRPERSON NEWTON: Good morning.
MR. ADAMS: I give apology for my partner, Dr. Dionne Jackson. She sent you an email earlier to explain her absence and sends her thanks, and I'll give my thanks too. A year-and-a-half ago when I was before you I had no plan and intent to be before you anymore but fate said otherwise, and I've appreciated the opportunity to be here and speak up for the community of the Little Rock School District.

Some of the updates that we have coming up for the rest of the month as we complete our work before the district moves over and transitions to a Community Advisory Board:

We have a yearend report from our community engagement efforts and forums and all of our committees with recommendations and any kind of reports that we'll have, and that will be next Thursday, a week from today, at Horace Mann Middle School.

We'll also be meeting with Mr. Michael Poore, the newly appointed superintendent for the Little Rock School District, as a committee on June 2nd.

And then we are looking forward to an equity report that the committee supported and that was done by the district in coordination with the Public

Policy Panel and the Arkansas Advocates for Children and Families, and that equity report is close to being completed. We've had a chance, a few of us, to look at that and get some input and we're hoping that that will be out at the end of this month or the first of June. And that will be, I think, a real use to the planners in the Little Rock School District going forward, seeing where we're doing well and where some things need to be improved.

At our last meeting, in April, we had a resolution that was passed without dissent that y'all received. We forwarded that to you and also forwarded it to the Governor. And it was a resolution for the Commissioner to be replaced and afford the district to be returned back to local control as soon as possible, whenever the next school board elections are available. Some might look at that resolution and consider that as unreasonable and dismiss it pretty quickly. And before doing that, $I$ would really ask that you imagine the position of the community before dismissing the concerns that led to that resolution. The Little Rock School District at the moment has no advocate. When we had a school board, the school board worked as its advocate in the public -- in the public and in dealing with other
organizations and dealing in the marketplace of other schools. And when we lost our school board then we lost that advocate, and by design the Commissioner functions as the advocate. But because of whatever reasons, conflict of interest or whatever they may be, the Commissioner from our perspective has chosen not to be an advocate for the school district. Most recently that happened with the charter school expansion where the Commissioner took a neutral position and so did not advocate for the district, so we feel like we have no advocate at all. And then when Mr. Kurrus stepped forward to fill that role to be a public advocate, then shortly after that he was informed that his services would not be needed after this school year. So not only do we feel like that we don't have an advocate, we feel like that we have not been allowed to have an advocate going forward and that is the concern that has led to the resolution that we had. In some ways I think the experience of the community has been a little bit similar to that of a child who is removed from his parents because of neglect concerns and then feels neglected by the powers that took him over and took him out of the home.

Looking forward, the community's concerns as we
finish our work are several. One is we wonder about Mr. Poore and wonder if he will be allowed to be an advocate for the district. And I was very proud of our Civic Advisory Committee when we discussed this resolution; at no time did we criticize Mr. Poore, because we don't know him and it would be wrong to judge him without getting a chance to know him. Also, we wonder about the Civic Advisory Board that we've put into place. We wonder if that will be symbolic only or whether it will be treated respectfully and listened to and really used as a tool to help the district going forward. And then we worry that the district will be -- when it eventually does get returned to local governance, we really worry whether or not it will be returned whole. And when we think about whole we think about that in this time now where there's a greater and greater competitive marketplace. We wonder about how many students that we'll lose to the ever-expanding rolls of charter schools and we wonder about if it will even go so far that we will lose some of our schools and some of our schools might be contracted out to other organizations to govern so that when our schools are returned to us that we won't have all of our schools returned to us and with the
accountability and relationships that are there.
So we ask that the lessons from this past year -- we hope that there will be some lessons learned and there will be some better decisions made for the Little Rock School District in the coming year. And in the meantime, the community will be waiting and watching and speaking out and hoping that someone who is in a position to make decisions will listen and will respond when we speak.

Thank you for your time and your consideration this morning.

CHAIRPERSON NEWTON: Any questions for Mr. Adams?

MS. ZOOK: Yes. It's my understanding -- I went back and looked at the minutes from January of '15. And the motion that we passed was that you all work with and come up with ideas and listen to the people in the schools about ways to improve performance in all the schools, not just the academic distressed. So will that be on your report on the 19th?

MR. ADAMS: Yes, ma'am. We have four different committees: an academic distress committee, a communication committee, a community engagement committee, and a facilities committee. And we'll have reports from each of those, but I think frankly
all of those reports will connect to how do we improve performance in the district overall. But they'll be looking at it from several different angles.

MS. ZOOK: Okay. And the facilities that Mr. Kurrus has been talking about that, you know, he has some ideas because he's been very active and then y'all will have those, so on the meeting on the 2nd -- because I know there are several of us who can't attend the meeting on the 19 th . On the meeting on the 2nd with Mr. Poore will you -- will those -- the rest who can't attend the 19th be invited too or will there be a third meeting or will you have all of this in writing for us?

MR. ADAMS: The meeting we have on the 19th, we'll have a written report that we'll have available. We'll certainly make that available and pass it on to you and have it available for the public. And the meeting for the -- on the 2nd will be -- you know -- like our other meetings would be open to the public, although the communication would be intended to be just between the committee and Mr . Poore.

MS. ZOOK: Thanks.
MR. ADAMS: Certainly.

CHAIRPERSON NEWTON: Any other questions for Mr. Adams?

Thank you.
MR. ADAMS: Okay. Thank you.
SUPT. KURRUS: Well, the sun comes up and it's a new day dawning every day -- every day, no matter what, no matter what befalls us, and we have to celebrate that. And I want to celebrate all these people that came today; many of them are out in the hall. I admire their passion, their power, their commitment to Little Rock, to Little Rock School District, and I know you join me in admiring people who are passionate, who want to make things better and are willing to work at it. So thank you to everybody who's here, here and in the hall. We need a bigger meeting room, not just for this meeting but the one on the 31st. And I really want to thank Greg and Dionne, Dr. Jackson, and everybody on the CAC committee because if you look at the arc of that committee it's instructive because we started off with issues and maybe problems, if you want to call them problems. But that's our town, you know; that's who we are. And then we worked and we talked and we hashed and we rehashed and we're together. We're together now. That doesn't mean we're always going
to agree, but it means we're always going to be committed and we're never going to abandon the institutions that can make cities great. We're never going to abandon the institutions that make cities great. And we're never going to give up about anything that deals with our town, never ever, not once, not now, not never.

But let me tell you what's most important today: teaching and learning in the classroom. And I've done a lot of things that people have noted with respect to organizational management, but we have not neglected teaching and learning in the classroom, not for a moment, not for a second. And nobody in our school district ever forgot the mission and the purpose of the Little Rock School District, not for a moment, not for a second. And I can't tell you how much I admire people who get up every day, no matter what's going on, no matter what's happening, where it's happening, or what the headline might be on the paper, and they go about the hard work of educating students. And I have such high regard for these people and they work so hard. That sort of focus is invaluable. You don't get distracted; you take the job in front of you and you do your dead-level best every day. And I have to thank LREA; I have to thank
every principal, every assistant principal, every administrator, every teacher, every custodian, every food service worker, every bus driver. And if I could shake every one of their hands I'd do it, and I'm working on trying. But they're just marvelous people who don't get distracted from the major mission. Very important. And it's a servant mentality where you understand what you're here to do is to help children and we don't lose our focus there, and you need to know that. That's the most important thing you need to know, that the community has not lost its focus with respect to teaching and learning in the classroom.

And the other thing I think we've learned through the last several weeks is that data make a difference. Talk is cheap, but let's look at the facts. Okay? Let's do more of that at ADE. Let's don't make the school districts bring forward facts and details and the hard work of delving into what really is going on. Let's get in our schools, let's find out what's happening. I'm going to talk about that in a minute.

Let me just say testing is virtually completed in our school district and it's gone well. We have a fully functioning battle star now. I mean, we can
make things happen and we've got reports on my desk that tell how many kids were tested, which kids were tested, where they were tested, and everybody knows how to do that now and it was really good. And I thank the Commissioner; he suggested that we don't fall back on paper testing. We challenged ourselves and we tested everyone on computers. It doesn't sound like that big a deal, but it's something we'd never done before. So that went well.

I'd like -- I'm going to show you just a few things because this is -- you own this school district. It's yours. And when you own something you need to know what it's doing, and so I want to go through just a few things. I'm so proud of our school district. Little Rock is actually the most decorated and celebrated school district in the state of Arkansas, and I want to show you a few things.
[AUDIENCE APPLAUSE]
SUPT. KURRUS: I want to clap for our people. And I'm going to be accused of pandering with children, but I'm not. This is all real. I won't read every slide. But we have two young women who have won Gates Millennium Scholarships: Isha, who's at the lower right as I look at the slide, and Erica, who's at the upper left. Isha from Parkview, Erica
from Hall High School. Great schools. And that's Natalie on the upper right; she's a Dell scholar. And just so you'll know, a Gates Millennium Scholarship is not just a couple of thousand bucks and a happy thank you; it's tuition, books, spending money from the time you start undergraduate school till the time you finish your Ph.D. Imagine that. We have two of them. Two of them. Unbelievable.

## [AUDIENCE APPLAUSE]

SUPT. KURRUS: And then Isha also won the Dell scholar and -- no, I'm sorry -- Erica was a Dell scholar and Natalie was a Dell scholar. And that's nothing to sleaze [sic] at; that's -- sneeze at. That's $\$ 5,000$, a Dell computer, and, what's most valuable, a Dell mentor. Somebody from that company is going to be at those students sides as they go through their education. Marvelous thing.

Let's go to the next slide, please, Ms. Barbara.
You know what we've done with these schools? These are our top performing schools. Isn't that amazing? Look at that -- Forest Park, Gibbs, Jefferson, Roberts, Williams. We have thousands of students in schools that are in the top 5\% in the state. Thousands of students in Little Rock go to the best $5 \%$ of schools in the state. And you say,
"Well, that's true, Baker, but what about the rest of the kids?" Well, they're outperforming their peers. If you look at poverty indexes and see how our kids perform and look at our competitors -- and the best competitors to look at are the ones in this town; look at Covenant Keepers, look at Little Rock Prep, and look at how we do. We are doing better. That's undeniable.

## [AUDIENCE APPLAUSE]

SUPT. KURRUS: We've got to face those facts. And we've got schools that are growing, and I won't -- I'm not going to read them all. I just -- I love these schools, and the people that are in them are working so hard. I was in Henderson the other day -I'm going to be pretty brief. I was at a faculty meeting and everything about the meeting was different than the one $I$ went in last May, everything about the meeting. It was cooperative; it was collaborative; lots of communication; lot of teamwork. It really had a different feel and that's because those people are dedicated and working so hard. At Henderson Middle School, for all its publicity -- I'll tell you what, there's lots of teaching and learning going on at Henderson. We've got lots of room to improve, but we're on our way I
think. These schools are going to share some of that $\$ 7,000,000$ that's being handed down, and we're going to hand it out. We're going to celebrate somehow. We've been so busy.

Let me go on to the next slide, please. I'm going to skip through. That's Karina Bao; she's a Brain Bee Champ. She's going to Copenhagen this year. Isn't that amazing?

## [AUDIENCE APPLAUSE]

SUPT. KURRUS: And that's the one and only Meghana Bollimpalli -- and excuse, everybody -- the GENIUS Olympliad next month. She's going to compete there. We've got four of the eight Stephens Award winners and one of four teacher winners that their names are listed. And I'm going to give y'all a copy of this; I'm not going to read all the names. We've got thousands of students, all of whom are doing their best, and we've got some that don't. But we have all these high-achieving students. Thirty students recognized for participation at Duke TIP; that's a commonly recognized high academic achievement measure. Nineteen middle school students received state recognitions; their names are listed -- and I want this to be in the website at the $A D E$. Something you may not know, we'll graduate 1400
seniors Tuesday, Wednesday and -- well, two weeks from tonight we'll be right in the middle of graduation, and I'll be there, shake every hand, and employ about a gallon of -- no, I'm not going to -hand sanitizer, I was going to say. It's not a good joke, but I got sick. The only reason I say that is literally I got sick last year after I took this job, shaking hands with little kids, and I was really sick because they were just -- I was out of circulation too long. But we've got -- we'll get -- it's more like $\$ 24,000,000$ in scholarships awarded to Little Rock School District, your school district.
[AUDIENCE APPLAUSE]
SUPT. KURRUS: $\$ 24,000,000$. And we don't know how to count those Gates Millennium Scholarships. What's one of those worth if you get a Ph.D. and go all the way through? My gracious. It's just -- it's electrifying. And you need to meet these young people because as exciting as they are from an academic standpoint, they're glorious people; they're interactive; they're gracious; they have a real strong spirit, not just academically but -- I'm so proud of them. We have 80 high school seniors that will be at academic signing day at the Governor's Mansion. It's great fun. The Commissioner and I
were there last year. He and I both enjoyed that very much.

A couple other -- I'm just going to whip through this. Let's go to the robotics team. Our robotics teams at Hall are doing quite well. If I were going to be in the job, we'd turn Hall into some kind of a STEM center. It would -- if I were around, that's what we'd do. That was in the works. SECME Robotics Team, TSA -- all these things you can read. Central's Katie Parsons was named the Class Nobel Educator of the Year for 2015. That doesn't come around very often; the only one in Arkansas. Here's something that's really interesting. These two guys, DH Williams and Payton Woods, are the number one ranked debate team in the world, as far as I'm concerned. They've only ranked in the U.S. but I never -- I've never seen -- you know -- and I don't know much about debate, but the people that do tell us that these were the two most extraordinary debaters. They actually came in second in the national tournament in Lexington and their sponsor drove them thousands of miles; the kind of dedication from the school is unbelievable. And Payton Woods was ranked number one. They actually have a separate competition for the single best -- single solitary
best debater in the county and he won it and he's got a full scholarship. I'm not going to -- we'll let -y'all can -- when you get a chance to meet him you'll -- and DJ is just the same. Tremendous young men, high achievers.

Let's go to the next one, please, Barbara. Thank you.

Sixteen National Merit Semifinalists; two Commended Scholars; two students and a Parkview student, National Hispanic Recognition Program Scholars. These kids are marvelous. You need to meet them. One Little Rock Central High School student won the NCTE Achievement Award in Writing. I'm going to read you a couple of things in a minute from some of our other students, but -- Seimens Award Finalist; one of five National Student Poets. It just goes on and on. It just goes on and on. Spencer Sutterfield is a man you may have met; he's Teacher of the Year in our school district. He also directed the Addams Family. It was spectacular. It was long, but it was spectacular. The only thing I didn't like is we didn't have enough of Hand in it. Remember the hand? But the production involved 70 people. The Commissioner I think went, did you not? (COURT REPORTER'S NOTE: Commissioner Key nodded
his head up and down.)
SUPT. KURRUS: It was marvelous. The Parkview dance instructor Michael Tidwell inducted into the Arkansas Black Hall of Fame, another lifetime educator who's touched so many lives for so long, consistently, always doing the right thing. He was recognized for that, the educator -- the Black Hall of Fame. I'm sorry. But he's been impacting students' lives for years in Little Rock. Don Roberts ranked 14 in the state, number two in the central region for student performance on the 5th grade science benchmark exam. And that's a marvelous school, top three scoring school in the state on the PARCC. Steven Helmick -- I don't know if y'all met Mr. Steven Helmick who's Arkansas History Teacher of the Year and one of the great educators in our school district. We have many. He just represents them in this instance. Joel Spencer, Teacher of the Year, Arkansas Association of Instructional Media Technology. I'm reading too fast and I know this is -- I feel like I'm piling on, but these are things you need to know about.

Let's go to the -- that next slide. I'm not going to go through all of this. I was at King Elementary when we opened a Lively Positive [sic]

Fitness Center. I haven't been back as often as I need to go. Come on, that's good stuff; y'all laugh a little bit.

Let's go to the Points of Pride, the grade level ESL summer program, what we're going to do, just so you can see that. You need to look at this. We're -- every single kid who's not proficient and advanced in elementary school in Little Rock was asked to attend summer school. We'll have thousands of students in summer school. Most school districts don't do summer school; they just don't do summer school. We're going to have thousands of students who are basic and below basic who will be in the summer school program. We'll run Camp Can Do again and it's a marvelous program. I love the program. There are pictures of me doing -- dancing down there; that's the only bad thing that happened down there. Y'all may know that we have -- I'm at the preschool program. We're attacking problems where they start and that's at the earlier grade. Never solve a problem at the end of a product cycle, I don't care if you're building a car or you're trying to teach kids. I think the time to do it is at the earliest grades. And you'll see that we have 1700 students in preschool programs and we're really proud of that,
and our preschools are marvelous and they're nationally recognized and attended by all who want to see how it's done right. We're really working and focused there. Mabelvale Middle is a school that at least one of $y$ 'all is very familiar with -- many of you are -- and it's first and second place at the Fall Stock Market Game, and I suspect their portfolio has outperformed mine. We have kids that read all the time. We give them awards. I'm going to move on.

There's stuff about closing the digital divide. Let's stop on that slide and let me tell you guys a couple of things that you need to know. May I? A couple more things. I don't want to feel like you're over-indulging me. But I want to tell you about my week because the things I'm going to tell you you're going to assume are extraordinary or they're different or they're special. And these next couple of things I'm going to talk about are not special; they're everyday things that I see every day in schools. Yesterday I was with a group of school nurses who are unbelievably dedicated and so giving. I see it every day. I was with the Teacher of the Year banquet; again, marvelous teachers doing the right thing every day. And in the course of some of
that, I had two kids give me poems that they each had written and I'm going to read them. I'm not going to tell you this kid's last name, so this one was by Skye who's a marvelous young lady. And the theme for which they were writing was Let Your Imagination Fly. "You open up your eyes; you see the ocean, blue sky and singing birds; you hear God whispering, your heart thumping, and your breath. Every night you see the moon glowing and the stars looking down at you. The stars fade away, as you yell for them to stay. It's hard to see; you're passed away in the stars. But open up your heart; look inside it. Let your imagination fly."

And this one is another one that a young man read to me privately. I was at a meeting. He was there; he had received an award. And I said, "If you have just a few minutes, would you read your poem to me?" And I wish he were here to read it, but I will read it for you.
"Listen to your heart, let it guide you. Embrace it, love it, live it, and it may tell you a song. It is the thing that tells you the truth; it also knows right from wrong. Some people don't know how to let it out. You have to let your imagination fly. You can choose the path you take: heartless or
mindless, just do it and don't let anybody stop you." That was Nicholas' poem. What a marvelous inspiration to me. And the reason I read you those poems is because $I$ wonder how do our people do it; how do these people that work in Little Rock School District overcome the external factors and get up every day -- and that was the first thing I wanted to understand when I took this job: how do these people, these marvelous career people summon the courage to do their jobs every day when there are so many things going on around them that could distract them from it. And the answer lies in those poems. The answer lies in these students. The answer is a four-letter word called love. These are incredible people that you now manage and you cannot really grasp the depth of their dedication unless you're with them frequently and see the students that they inspire. And I'm at the risk of -- again, I've been accused of a lot of things when I show pictures of students. But I'm going to tell you, the next picture -- if you'll flip it up -- is not a staged picture. This is not a picture that I put together or that $I$ went to some length to find. I was walking through a hallway yesterday morning. This was yesterday morning -- yesterday morning, Wednesday,
and I see these two wonderful young men, and I'm not going to use their last names. Lemarion [ps] is the young man to my immediate right and the young man who's seated is named Lonheno [ps] but he goes by Junior. And I've met them both before. They're marvelous kids. And they weren't doing anything they didn't do every single day, which is look after one another, take care of one another, befriend one another, get acquainted with one another, and live a life that's resonant by getting acquainted with their neighbors. Because that's what public education ought to be about is bringing people together with a common purpose and a willingness to help each other. And I was so inspired by these kids.
[AUDIENCE APPLAUSE]
SUPT. KURRUS: I'm going to tell you one more thing, if $I$ can spit it out, and that is it's such a day of celebration because Junior is -- that's -he's a marvelous kid and he took the first steps that he's taken after some major surgeries just several days ago and he is on his way. He's a brilliant young man and he's got a great friend in Lamarion. We could all do to have friends like that. So let me close by saying I'll be happy to sit around and answer questions on your next agenda
matter. But I want you to know I know what makes people tick in Little Rock School District. And to appreciate the people you have to meet the people and meet the students. And I hope you'll do that and you'll see that we've got a school district that's on the way. It's growing rapidly. It has the capabilities to sustain itself now with help and nurturing, but that's what it needs. It needs help, it needs nurturing, and it needs to be allowed to grow and blossom on its own as quickly as possible. I'll close with one other remark that I'm reminded of and I'll show you a picture if I come back next month, and that is that Spider Man is an interesting superhero. We've got several Spider Men in our school district. And I wrote something about a couple of kids that dealt with Spider Man early in what we call Straight Talk. But Spider Man's motto is "With great power comes great responsibility." Everything you do makes a difference for every one of these kids we just talked about. And I appreciate your service and look forward to running hard to the finish line, till June 30th.
[AUDIENCE APPLAUSE\}
CHAIRPERSON NEWTON: Mr. Kurrus, would you stay for questions please. Do we have any questions by
board members? Ms. Zook.
MS. ZOOK: I want to commend your most recent Straight Talk column. I really enjoyed it and I know you must be very proud of the son that you and your wife raised and obviously go to him and seek his counsel. So I -- and I love the poem that was written there and the one you read today.

One of the things you mentioned when you started last summer was your concern about the facilities, not so much are we going to have schools and all of this and all of that, but the condition that you found through many years of neglect. And is there -has that been something that's going on? Do you have a plan? You know, the disrepair of some of the buildings and talking about some kids have better schools to go to and other kids don't -- can you update us a little bit on where you are with that?

SUPT. KURRUS: I can. And I don't think it's fair to use the word "neglect" with respect to our facilities. It's really not quite appropriate. And I'd be happy to take anyone who wants to see. We have older facilities that are dated, a number of them, but they're well-maintained and they're clear and they're serviceable. That's been my experience and I've been in all of our buildings frequently. We
also -- it's not quite fair to say that some -- it is fair to say that we have new buildings that are much nicer than our old buildings.

MS. ZOOK: I always say it's hard to build an old building.

SUPT. KURRUS: It is, and it's very true. And we have marvelous older buildings that still function. Our Grade A -- our 1A school is Forest Park and I don't know when it was built, I think in the 20s, wasn't it? I mean, it's old.

MS. ZOOK: It's over a hundred years old.
SUPT. KURRUS: Yeah, it's earlier than that then. And it has no elevator. They take art on the cart but they can't take it up and down the stairs. I mean, it's too small, but it's populated by high achieving students who are leveraged into that position by economics primarily; tremendous dedication by the staff. But that's -- and they rank right in the middle of my golf report and they finish right where they should, which is number one, and I love that school. I told the principal that.

But back on the facilities, the way out of the woods on facilities is to continue to grow the school district, not to strand capital on extraneous facilities. It's foolish for a town our size to have
large charter school districts that build new facilities. I think you need to ask eStem and Lisa, "Why in the world would you build new schools right now where we've over-schooled already?" That was a question that should have been asked. Because those buildings will be -- those buildings will be built with tax dollars. Those aren't charitable gifts to anyone. Those buildings are owned by others; we don't know who. There needs to be more transparency there. But then I say all that to say we need to focus on educating every child, no matter who runs the school, in a new, more modern building. And you can't do that in a competitive environment where you end up stranding large amounts of capital. And I don't want to get into all that, but in a public environment you'd never build two water systems and then see which one worked and which one went broke and then $I$ guess abandon the pipe in the ground. That's essentially what we're doing now. It makes no sense to me but --
[AUDIENCE APPLAUSE]
SUPT. KURRUS: Let me just -- if I were here -and I'm allowing the Civic Advisory Committee to do their work, but we can hopscotch our way through the school district and build new buildings, especially
if we could raise our millage ultimately, in a couple of years. It's going to be very difficult now. Every time you lose a voter you lose the potential to raise additional funds. But our millage is now no longer the highest. Tony Wood's millage is \$48.3-\$48.3; North Little Rock, \$48.3; ours is \$46.4. So we could move in that direction and consolidate facilities; we just have to be very careful. But there's an easy way to do that. If the community is together and fully committed, we can do anything. And we've got some facilities that are underutilized; we need to utilize them more directly. I have some ideas about that.

I'm going to let the Civic Advisory Committee report out and then I had told y'all I would provide you with my thoughts by August 15.

CHAIRPERSON NEWTON: Okay. Any questions? Dr. Barth.

DR. BARTH: Just a comment. We thank you a lot for your hard work and your dedication. And, you know, I think we also -- I want to thank you for your dedication to community. And just to share with my colleagues, you know, when the news broke that you would not be returning, the real sense of mourning that there was in this community. And it wasn't just
about you; it was really about this -- what appeared to be a loss of some hope about the future. I think we all know that was -- we have these moments of mourning where we can get through that and begin to move on. But I just want to share just how your spirit really had gotten this community in a new place on public education and I really want to thank you for that. And I also want to thank you for the inspiration you've shown in terms of the grace that you've shown in this very, very, very long last month and you have been a real inspiration in how to take a tough moment and live it gracefully. And so I just want to thank you for the inspiration you've shown.
[AUDIENCE APPLAUSE]
SUPT. KURRUS: Thank you so much. I will only say one thing. My service has been a labor of love and it's been a cooperative. I appreciate the work that I've been privileged to do with so many great teammates, including people from ADE, Commissioner. It's just been -- it's been an unusual month but I'm so well supported by my friends and family and people like you that I'm gratified by everything that comes my way and I'm very appreciative of this opportunity. It's been a blessing to me.

CHAIRPERSON NEWTON: Any other questions by

Board? On behalf of the Board, Mr. Kurrus, I'd like to also thank you for your service, for the unity -SUPT. KURRUS: Thank you.

CHAIRPERSON NEWTON: -- and for your ideas and ideals. At this time we've got a couple of things we want to get a motion about, whether we accept the report and, additionally, we have some comments from the Commissioner after that action.

We also have several people that have signed up for public comment and before we do that we'll have to have a motion by the Board, so that will come after the Commissioner speaks. But prior to that I've reviewed the list and it's lengthy, although it's not impossible to manage, and this is the way I've chosen to manage it. There are some parents and I've chosen the first three parents that have signed up, unless -- and that's Leticia Reta, Tony Orr and Austin Bailey. You might want to confer during this time. They're outside. You might want to confer with each other about whether or not any other parent that's signed up might have something different to say because we don't want -- although we want to hear from everyone, we don't necessarily need redundancy. After that, there is Gene Levy, faith leader and a part of the advisory council; also Nell Matthews and

Ruth Bell are both from the League of Women Voters and we're going to ask those ladies to choose who will speak for their organization; additionally, we have also our Senators represented here and they will -- I'm going to ask them -- Joyce -- Senator Joyce Elliott and Senator Linda Chesterfield. It might be helpful if one starts and one ends the public comment period, and that's just for your consideration. Also, Bill Kopsky is here from the Arkansas Public Policy Panel; we'll hear him. We'll hear someone that's classified them-self as a Little Rock School District supporter, although it may be a parent or may choose to acquiesce to someone else. And last but not least is Payton Woods who is a student. So if you'll kind of start talking around that order, if that's the way we'll proceed. SENATOR ELLIOTT: Madam Chair -CHAIRPERSON NEWTON: Senator Elliott. SENATOR ELLIOTT: -- since we have waited 18 months, if you want to hear everybody why don't we hear everybody?

CHAIRPERSON NEWTON: That will be --
[AUDIENCE APPLAUSE]
CHAIRPERSON NEWTON: We waited -- but -- and I don't have any problem with that.

SENATOR ELLIOTT: We don't either. That's why we came today.

CHAIRPERSON NEWTON: Yeah. But we're asking too for the sake of information that if it's redundant that we don't hear that over and over again. That's just my request and the Board may see differently. But if you've got new or different information -- but the same voices -- or different voices with the same message is what $I$ had in mind.

SENATOR ELLIOTT: Well, but it's different parents who have different kids who want to say something for their kids. And I'm just requesting of this Board to stop cutting us off and let everybody be heard.

## [AUDIENCE APPLAUSE]

CHAIRPERSON NEWTON: I've never been in a position of cutting anyone off and certainly wanting to hear from everyone. So if that's the pleasure of the Board, certainly what we'll do. There's no intent -- and I have not discussed this with anyone, so the Board is not co-conspirators with me in this effort; this was my intent to manage the meeting as being the Chair of the Board. So, again, I want -if there's enough dissension around this issue as it stands without having anything to come into play that
would suggest that there is further conspiracy or further collaborating on one side or the other. So if that's the -- we'll likely take a break in the middle, if that's okay, but we can certainly do that if that's the desire of the board. So we'll go around when we have the motion -- we have not voted to have public comment. When we do that, and if that's what we do, then we'll go around and see what the intent of the board is. Any comment from the Board about that process?

MS. REITH: Just that I'll be prepared with a motion to hear all public comment when -- at that time.

CHAIRPERSON NEWTON: Okay. Then, Commissioner. Oh, no, sorry. Do we have a motion to -- concerning Mr. Kurrus's request -- I mean, report -- his report? MS. CHAMBERS: I move that we accept his report. CHAIRPERSON NEWTON: Moved by Ms. Chambers to accept.

MS. REITH: Second.
CHAIRPERSON NEWTON: Second by Ms. Reith. All in favor?
(UNANIMOUS CHORUS OF AYES)
CHAIRPERSON NEWTON: Any opposed? Motion carries.

COMMISSIONER KEY: Okay. Thank you, Madam Chair. I have two things. The first is I've distributed to you a page that the front of that page simply is a recap of the motion and the action of this Board in the last -- in last month's meeting concerning the appointment of a stakeholder group representing the community south of the Arkansas River. And we had a number of nominees for that and on the back of that page you'll see that -- in this last week I went down to Crossett and met with the Chair and we came up with the list based on the feedback and nominations from the stakeholders: Mr. Tommy Branch, Ms. Tamika Edwards, Ms. Ann Brown Marshall, Mr. Jim McKenzie, Mr. Antwan Phillips, Ms. Leticia Reta, Dianna -- and Dianna Varady. The -- we have been working to determine how best to assist this group in moving forward. We will certainly staff this and meetings will be held here in the auditorium or other locations as this group determines. So if they want to move it around to other facilities around the area, then that is certainly their prerogative. They'll be open to the public. All the meetings that will be here we will live-stream; meetings that are in other locations may be live-streamed if the technology allows in those
locations. We certainly -- those meetings will be open for public comment. As I mentioned, we will staff the meetings, provide minutes, and we will post those to the ADE website. And at your request the committee will prepare written quarterly reports and present to the State Board regarding the status of efforts that you outlined in your motion and your action. We will post the agendas on the State Board website, the same site where your -- the agendas of this meeting are posted. In the first meeting of the committee, which -- the date of which has not been established, we will work with those members to set that date. But they will organize and they will select a chair and a vice chair, select their meeting dates and times, and then outline the timeline of events specifically to address the issues that you all have asked them to address. So that will -that's an update on that and I'll be glad to answer any questions on that particular item.

CHAIRPERSON NEWTON: Any questions concerning that report? Okay. Ms. Reith has a question.

MS. REITH: Madam Chair, maybe less of a question but more of a request. Obviously, we're at a time right now where we're also talking about the Civic Advisory group and what will replace the
current citizen advisory committee that we have and if there could be some conscientiousness around branding of these committees to thoroughly identify that they are separate entities. I think there was some confusion even around the nomination and communication -- you and I had spoken of that. But I do want the public to know about the insights to that conversation because $I$ do think at this time where so much transition is going on we owe it to the public to be just as clear as possible. And I think we have a tremendous opportunity here with some special branding, maybe even welcome some public thought on what that could look like so that we can be very clear, not just in names but more importantly delineation in tasks. I think there is a tremendous opportunity here to get more people involved and bring some folk to the table. That was the intention of the second committee. But the fact that both of these committees may be coming onboard around the same time does lend to the potential risk, right, of confusion of who's doing what and roles versus leveraging the potential of having the greatest number of folks possible and voices possible in the conversation. And so I think some additional thought in how we communicate that out to the public in the
weeks ahead, if I could kindly request that, Commissioner.

COMMISSIONER KEY: Well, we're certainly open to suggestions on that in our office. Because of the phrase "south of the river" that was used so much, we've kind of informally referred to it as the "south of the river group" and I don't know that that's the best branding that we want to apply. But certainly we'll give some thought to what -- you know -- a name of that group that better describes its role.

And the next group that I'm about to talk about it's set in statute, so that's -- we don't have a choice what we call that one, so -- okay.

CHAIRPERSON NEWTON: Any other questions, comments?

COMMISSIONER KEY: Okay. In the next presentation, I want to talk with you and have some conversation about the appointment process for the LRSD Community Advisory Board. We can go to the next slide, please, Kim.

All right. The Community Advisory Board, if you remember -- okay -- let's keep in mind that what got us here is January 28, 2015 this Board voted because of the academic distress conditions, which were schools -- six schools below 49.5\% proficiency in
literacy and math. That triggered the action of the State Board which puts the ADE and the Commissioner in certain roles and responsibilities. Immediately following the state takeover decision-making rests with the state-appointed superintendent and Commissioner. And then the appointment of a community advisory board in that second year begins the transition, a return to the traditional roles of a school board. So I want to stress that the Community Advisory Board is a significant step towards the return of local governance. Okay, Kim. The statute says that if the State Board determines sufficient progress has been made but the schools have not yet resolved all issues that caused the classification of academic distress, the Commissioner with the approval of the State Board may appoint a Community Advisory Board. As you all know, a couple of months ago Baseline Academy was removed, so progress is being made. If you look at the preand post-tests in the other schools, we certainly recognize that progress is being made. But as of the last classification we still have five schools that meet the definition of academic distress. Okay. So the qualifications in the statute for a Community Advisory Board is to consist of five or
seven members. They shall be residents of the district and they shall serve as volunteers on the board. We are responsible as ADE of providing technical assistance, making sure they get the technical assistance training, and that is the training that all school board members receive under Arkansas Code 6-13-629. We partner with the Arkansas School Boards Association to provide that training and they are trained in areas of school law, school operations, fiscal issues, and student achievement. The duties of the Community Advisory Board: to meet monthly with the superintendent, again like traditional school boards would; they are to seek community input regarding the progress of correcting academic distress issues; conduct hearings and make recommendations to the Commissioner regarding personnel and student discipline; working to build community capacity for continued support of the school district; and submitting quarterly reports to you and to the Commissioner regarding progress of getting out of academic distress.

So the process -- many have asked, "Well, how -what is the process? How will this work?" We have the applications available at the ADE website and the link is listed there. There is also a provision in
statute that requires that we ask the local legislators that represent that district for nominations, so -- and this -- now this timeline is tentative, certainly subject to discussion and we can modify this if you all feel like it would be in the best interest of moving forward. But tentatively we are asking that the nominations be received by May 31st of this year, and then an application deadline of June 17. We will review those applications and then select the members by zones. So many have asked, "Well, how will this be -- will we follow the current zones, school board zones? Will we do something different?" We intend to follow the current school board zones as currently established by LRSD. And then in the July State Board meeting it will be my intent to present those appointments to you for discussion and approval. We -- okay. So there was one more point that I -- put that back up there for me, Kim, please. Okay. So under the next steps -- many have asked, "Well, what do we have to do? What does the district have to do to get off of academic distress?" The statute requires that ADE certify to you that (1) all conditions that led to academic distress have been corrected, and (2) that there are no schools in the district remaining
on academic distress. That leads us then to a timeline of when those next determinations will be made. We have asked and it is in the contract for both ACT Aspire and the multistate alternative assessment that we get those scores back by July 1 , 2016. We will need to open up a corrections period because, keep in mind, this is statewide; all of the statewide ACT Aspire and MSAA data will be coming in. So Ms. Barnes and her unit will be responsible for working with schools during this corrections period. And then after the corrections period we begin the calculation and analysis of academic distress, of all the components of accountability that are triggered by the ACT Aspire and multistate assessment. So sometime in the fall of this year there will be a determination of progress for academic distress in the five remaining schools. Depending on how well they do on ACT Aspire, again, remember this is a three-year rolling average and so those data -- that data will be looked at in conjunction with the previous years to determine if they have met or exceeded that 49.5\% proficiency level for their students in math and literacy.

What happens after that -- well, I would open that up for some discussion here. After the academic
distress calculations, I've told you what our responsibility is under the statute. We have to certify to you those two things that I mentioned. Now there's also a provision in the statute that allows you to take any other action that is lawful regarding any school district that is in state control. A number of scenarios are in place that $I$ think some of you may -- that were on the Board last year discussed possibilities other than district takeover. So that would be in your purview to have those discussions at that point in time. You know, if another school or two schools succeeded in getting off academic distress and we had, you know, four schools or three schools -- you know -- some number left, you know, what would we do at that point? Would we continue in the path that we are currently on, working with the district in a state takeover situation, or is there something else you all would want to do?

So, Madam Chair, I'll be glad to take questions but I pose that to generate some discussion either now or later on the future possibilities.

CHAIRPERSON NEWTON: Thank you, Commissioner. Dr. Barth.

DR. BARTH: Yeah, just a few things. Thank you.

On the duties -- if we could go back to the -- Kim, if that's handy -- the duties of the Community Advisory -- yeah, thank you. So obviously a kind of short list but a list where it feels like there's some elasticity in terms of how broad that is. And in particular, you know, I think there's, as Mr. Adams voiced earlier, you know, frustration of an absence of a community voice in -- on matters such as new charters, charter expansion, the possibility of the seeking of waivers, et cetera. Would it -- is it your view that these -- this list of duties would include it being appropriate for the CAB to come forward with their views, their majority views on those issues?

COMMISSIONER KEY: The fourth bullet point there, working to build community capacity for continued support of the school district, I would interpret that very broadly to say that a Community Advisory Board, if they chose to, could opine on anything that comes before this body or anything else dealing with public education in the district.

DR. BARTH: Okay. I just wanted us to be clear on the front-end that -- so that down the line there's not folks who say, "Oh, this is outside your bounds," because I want us to be really clear that
this is a step towards a return to local control, as you've said. It looks a lot like a school board; it doesn't have all the powers of a school board, and -but I do want us to be clear in terms of what powers, especially as a voice of the community, this group would have.

COMMISSIONER KEY: Dr. Barth, and I would just point to a recent example. PCSSD's Community Advisory Board weighed in, passed a resolution regarding whether PCSSD would stay in state control for another -- a sixth year based on extenuating circumstances. You all received that; that was in the packet. So, you know, they felt like that was something they wanted to have input and they did so. So obviously a number of issues could fall under that category.

DR. BARTH: Okay. And on the -- I guess it was the last slide, but on the timeline -- so the -- so we'll get ACT Aspire results fairly soon. Now we do have -- you know -- this year we did have the concordance process, a variety of other things that really, in addition to the late return of the tests, slowed down any calculation of which schools were still in academic distress. What do we expect there in terms -- because you say fall 2016; do we think we
can do it that quickly?
COMMISSIONER KEY: I asked Dr. Airola that very question and, of course, she was hesitant to give us a concrete date because of those issues. But she felt confident that the fall of 2016 is reasonable. Now whether that's September 21 fall or November fall, you know, that's -- it is a broad range.

DR. BARTH: Right.
COMMISSIONER KEY: But there is certainly a legitimate reasonable estimate that we could have it done by then.

DR. BARTH: And under the statute, if at a point in time this board said it is time to return to local control, that could take place via an interim school board. Right?

COMMISSIONER KEY: Yes.
DR. BARTH: We don't have to wait until the next September. We can --

COMMISSIONER KEY: Yes.
DR. BARTH: We can act more quickly than that?
COMMISSIONER KEY: The statute provides for the appointment of an interim school board that would have full authority of a school board that would act in that role until the next elections.

DR. BARTH: Thanks.

CHAIRPERSON NEWTON: Any other -DR. BARTH: One --

CHAIRPERSON NEWTON: Okay.
DR. BARTH: One final thing. On the -- so your -- so under the -- your statement that if there are two or three schools still in academic distress that we could consider a new path at that point. That's also from the original power that this board has when it comes to academic distress districts and schools.

COMMISSIONER KEY: Yeah.
DR. BARTH: So at any point we have that power to say we want to think about a new path?

COMMISSIONER KEY: Yes. There's a provision, a very broad power provision there that says that any time the State Board may exercise their authority of any lawful action that's provided for in the statute. And Ms. Clay may want to -- did I get it right?

MS. CLAY: (Nodding head up and down.)
COMMISSIONER KEY: Okay. So she's saying that's correct. So, yes.

DR. BARTH: Okay. And we did have at least -before several of $y$ 'all were on, there was at least one motion to return the school board. I believe that was at the meeting when Mr. Kurrus was hired. There was a motion that failed, but -- so there is
some --
COMMISSIONER KEY: Yeah. I think Ms. Mahony made that motion.

DR. BARTH: Right. Right. Thanks.
CHAIRPERSON NEWTON: Ms. Chambers.
MS. CHAMBERS: My question was related to that. Just for those of us that weren't here, so that we not slow the process, if we could anticipate maybe use a meeting or two in the summer prior to when the Aspire scores are back so that we really know what our rights or responsibilities are as a board relative to giving back local control. If we could plan for that into the agenda, that would be great.

COMMISSIONER KEY: Sure. Happy to do that.
CHAIRPERSON NEWTON: Any other questions? Ms. Reith.

MS. REITH: And I guess less of a question but building on both of my colleagues' request. I think we especially for the reasons cited by my -- our colleague Dr. Barth here around the feeling of mourning or confusion and such that has been felt in the community, the desire that we see with many folks here today. I do think that we owe as much clarity as possible leaving today's meetings about next steps. But $I$ would like to present a motion of
hearing public comment to get us there because I think we've heard now from the district and from the Commissioner, but I do think that there's many folks here that are prepared and have given a lot of thought to different ideas and I think we owe it to that. So with that, if --

COMMISSIONER KEY: There's --
MS. REITH: Yes.
COMMISSIONER KEY: There's one more thing I think we -- I would like to hear from you all on and that's a process issue. It had been suggested to me by one of the legislators some type of -- when we get the nominations and applications in for the Community Advisory Board having some type of open process since, you know, I make the appointments, you all make the -- have the approval authority. You know, I told the Representative that $I$ would bring this up and let y'all talk about it. Is there a place in this timeline where you all would want to have a meeting with those potential appointees and give them an opportunity just for introduction? Obviously, if we had, you know, 50 applications, you know, the size of that would certainly be something to consider. But that would -- is something that was requested of me to bring up to you all and I agreed that I would
ask that question after $I$ had finished my PowerPoint. But I wanted to -- I didn't want to leave that hanging, so you all could have some discussion of what that process might look like so it would have more openness.

CHAIRPERSON NEWTON: Let's start with Ms. Dean. Do you have any objections or comments regarding that recommendation?

MS. DEAN: (Shaking head from side to side.)
CHAIRPERSON NEWTON: Dr. Barth?
COMMISSIONER KEY: And it might require a specially called meeting. Yes, ma'am.

DR. BARTH: Yeah. And I do think that would be helpful, at least -- I mean, often when we've gotten -- when we've approved CABs from other districts it's just been a list of names that we -- we have no idea really who they are. And I think especially because of the context in which this is -- this decision is taking place I think it would be helpful to begin to put faces and personalities to those names at a minimum.

CHAIRPERSON NEWTON: Ms. Zook, do you have a comment?

MS. ZOOK: (Shaking head from side to side.)
CHAIRPERSON NEWTON: Ms. Reith?

MS. REITH: No. I would just echo Dr. Barth's sentiments. And I think especially as we've all seen and already even heard some allusions to around especially the last few weeks' questions with the process, I think if we can add some transparency. And if not everyone is available for a special session -- I know in other circumstances like this we've created committees, a subcommittee of the Board to be able to support the Commissioner and such in this, and I would just say that that might be another approach. But I think if there's ways where we can add transparency, accountability and support to this then I know I very much would welcome it.

CHAIRPERSON NEWTON: Mr. Williamson?
MR. WILLIAMSON: My preference would be the entire board being involved in it instead of a committee. But --

MS. ZOOK: I agree.
MR. WILLIAMSON: -- other than, I'm fine with all that.

CHAIRPERSON NEWTON: Ms. Chambers?
MS. CHAMBERS: I agree and would just ask, very similar to what Ms. Reith was just talking about -there's been a declared, a spoken need for more engagement and transparency and community
involvement. And so one of the things $I$ would ask in terms of specificity to the CAB is that they come back with a recommendation on how the Board can play a more specific role. There have obviously been some questions, maybe even confusion: what's the role of the interim superintendent, the Commissioner, this board. And so as we are trying to take a longer term view to something that's very sustainable in our relationships and how we engage I'd ask the CAB to come back; we may need Town Halls, periodic gatherings where we get together and questions and answers are exchanged so that we feel more connected and it all is much more clear about how we go forward together. So if that could somehow find its way into this, Commissioner, I think it would be helpful.

CHAIRPERSON NEWTON: Okay. Mr. Black, any comment?

MR. BLACK: (Nodding head up and down.)
CHAIRPERSON NEWTON: Okay. Ms. Saviers, are you there and if so, do you want to weigh in?
(BRIEF MOMENT OF SILENCE)
MS. ZOOK: She has to get herself off mute.
CHAIRPERSON NEWTON: Okay. Well, okay. Then at this point we'll hear a motion regarding whether we'll have public comment.

MS. SAVIERS: Doug?
MR. BRADBERRY: Yes, ma'am.
MS. SAVIERS: I'm here.
CHAIRPERSON NEWTON: Okay.
MR. BRADBERRY: Okay. Did you have any additional comments you would like to make?

MS. SAVIERS: No, thank you.
CHAIRPERSON NEWTON: Okay. Back to whether or not we want to hear public comment, can we have a motion one way or the other?

MS. REITH: As I alluded to, I do hope that we don't end with public comment and that we pick up where we're leaving this conversation here about offering specificity and clarity with next steps here. But I do move to hear all of the public comment and all the individuals that were signed up for today to speak on this action idea.

CHAIRPERSON NEWTON: Okay. You heard Ms.
Reith's motion. Is there a second?
DR. BARTH: Second.
CHAIRPERSON NEWTON: Second by Dr. Barth. All in favor?
(UNANIMOUS CHORUS OF AYES)
CHAIRPERSON NEWTON: Any opposed? Okay.
MS. ZOOK: And I think, speaking to Ms.

Chambers' comment, this isn't the first district that's had a CAB. And so we have a pattern plus statute, so we won't all have to reinvent the wheel. But I think this summer to have that -- because we'll also have two new board members and that will be helpful for them as well.

CHAIRPERSON NEWTON: Okay. We'll go into public comment. The question now is whether we have a break now or -- I think we'll take a break now, till 11:30, and we'll reconvene for public comment.
(BREAK: 11:20-11:34 A.M.)
PUBLIC COMMENT
CHAIRPERSON NEWTON: I'm going to call the meeting back to order and get started with our public comment. Again, we can't have individuals standing in the building. We ask that those that don't have seats would go outside and find a space either in the lobby or the overflow.

Okay. We're going to start our public comment. We're going to go in the order that folks have signed in, with the exception that we're going to ask Senator Elliott and then Senator Chesterfield to come up and speak first.

SENATOR ELLIOTT: Thank you, Madam Chair. And, Madam Chair, I do want to be sure you understand I do
not think you are part of some conspiracy about people speaking.

CHAIRPERSON NEWTON: Thank you.
SENATOR ELLIOTT: If there was any suggestion of that, that was my suggestion -- not my suggestion; only that people be heard. But I do have to say it is unusual of me to stand up at a body and ask such a thing. But the simple fact is -- kind of like Dylan Thomas said to us, "Do not go gentle into that good night" -- I've lost all my gentleness. And so don't expect that from me today because I've had 18 months of having I guess the rub to a point now it's just not gentle anymore.

So what I want to talk to you today about is almost an 18 long -- month-long what $I$ call psychological assault, a strategy of shock and awe I think to this Little Rock School District and to this city. And I'm not here today to ask anything; I'm here today to demand Little Rock School District be returned to the people of our city.
[AUDIENCE APPLAUSE]
SENATOR ELLIOTT: I'm also here today to suggest to you that it might not be you but this school district is being forced to operate under a rigged system, and I will tell you why I think it's rigged.

And it would not surprise me if many of you don't see it that way because many of you may not be as aware how long this has been going on in Little Rock and other parts of the state, that a few people with money and power who can afford to meet behind their gilded curtains and send out orders and have them carried out. And those of us who have to come in a situation like this and do this are then looked at as the ones who are less than civil. But that's no mind to me today because I have lost my gentleness.

So here's where we start. I don't know of any mathematical formula that should suggest to you -- or should have suggested to us that 6 out of 48 schools in academic distress should have even amounted to this district being taken over, but we did. We displaced the democratically elected school board -probably tired of hearing this but imagine living with it -- and we kept a superintendent who after the fact we found out, if you could put two and two together, were in collusion for him to be kept while he stood here and spoke against the Board and in essence, I guess, the district itself. Then we dismissed that superintendent. Then we hired a new superintendent for fiscal -- hired a new superintendent because we'd been taken over for
academic distress, and then somehow that morphed into fiscal reasons that we had to have the superintendent. You might understand why we're confused and think there's something rigged about this. And then we added to that a continuing creation of a parallel school system with expansions of the charters. And I say "parallel school system" and that takes me back to 1957 when I was starting school when we were under a racist --
[AUDIENCE APPLAUSE]
SENATOR ELLIOTT: -- under a racist school district ordered by law that we were trying to change. And here we are, we've gone through all of this and we're more segregated than we were in the 19 -- late 1970s and 80s. And what's the harm of our having a parallel school district or parallel school system? Think back to 1957; that's the harm. And for us to as a matter of policy continue to expand charters and as a matter of policy continue to create a parallel school district -- you can call it what you want, but that's what it is -- from my standpoint is indefensible. And I would think you couldn't help but feel as if there's not something rigged about this that we feel that this is okay. So then after we expanded we fired a
superintendent because he now does not have academic credentials, although we said we hired him to take care of fiscal distress, which we were not in to start with. You might wonder why we're confused and feel like we're under psychological assault. Then we hired a new superintendent in a manner that would make Dark Money look transparent.
[AUDIENCE APPLAUSE]
SENATOR ELLIOTT: I don't have anything bad to say about Michael Poore. But if this Board is okay with this process, let me just tell you I'm astounded if you are. I'm astounded if you think it's okay and not at least consider doing something about it. I don't -- Michael Poore might be the best thing since sliced bread; he might be. But $I$ will just bet my meager wages that I make as a legislator, the way he was brought to Pulaski County was not the way he was brought to Bentonville and that would've been the way to do it. There's no such thing as hiring a superintendent and not attempt to go through some of the ceremony that you do so that the community has some sense of it. I don't understand how anybody could think this is okay. And so when I ask all of you in a letter that I sent to all of you a simple question about the expansion of a charter school we
got an answer that $I$ will deal with in just a minute.
So now that we have Mr. Poore here, apparently, he came in and reported to us that there is this unilateral decision that's been made regarding some three-point plan that we've never heard of. And the three-point plan includes collaboration, which everybody likes, which I just -- you can push me over with a toothpick to understand that collaboration is one of the major points and he was brought in with absolutely no collaboration. Return to local control -- good steps today. And the third one, the third part of this plan is for career tech centers. If we're going to do career tech centers the way they do in Switzerland and Germany and Denmark, where they really matter and they're not dead-ends, this might have some merit. I have no problem with career tech. I'm an educator. I understand career tech. But I also understand too that it does not mean a lack of academics and that we're sending somebody down a dead-end road. But the most interesting thing to me about the career tech centers is this is a reengineering of our schools and our school district and nobody asked anybody in this district is this what you want. Nobody asked anybody. And so I inquire, "Well, where did this come from?" Because
the people I have heard talk about this the most has been the Chamber of Commerce. I'm fine with it but the Chamber of Commerce -- and I can only guess; when you don't tell me I might guess wrong -- but nobody is telling us anything. This was just unilaterally decided and it's not okay. And then you wonder why I think it's rigged. Yes, I do. How else does this happen?

So we are going to, as I understand it now, have career centers in Hall, McClellan, and Fair, and nobody has asked anybody if this is what we want. I don't care how great it is. The community engagement that you referenced, some of you referenced earlier -- Ms. Chambers lastly, I know -- it's not happening and this is never going to be okay until it starts happening in a way that's respectful to the people. So we've been under state control for almost 18 months now and we're talking about appointing the board. One of the things I want you to be ever vigilant about this board is that Pulaski County has been under state control now for five years and they've had this board that in many cases has been summarily ignored. And we're going to have this board, and I think we should; we need to think about it very differently from the way the board has
operated in Pulaski Special School District because it hasn't operated in many ways out of respect for the people and the people who are on it.

So when we thought that was all, what else could happen, something else surely could. So this is the next thing that happened. Recently, we've had a suspension of rules and regulations to allow more charter school expansion. Now this is what seems odd to me. We're going to have more charter school expansion, then after that we're all going to get together and collaborate, but let's please have this expansion first, although we've had two that are absolutely problems for this district having any ability to plan. So Little Rock Preparatory Academy missed their deadline to make their appeal to the authorizing board, your authorizing panel. I looked back through their minutes for the last six months because that's what's available. I was curious as to why you would miss a deadline and then expect to have an exception. So I could look back through June and the only time in that six months -- these are the times that this was discussed, their expansion. The first mention was in August. It was innocuous. September, October, nothing happened. And November, there seemed to be a pretty robust discussion. And

December, there was obviously a robust discussion because it was in the minutes that they know -- they knew they had to make this February deadline. And according to what's in the minutes, the plan was $80 \%$ finished -- $80 \%$. And they were going to have a meeting on January 5th to make sure they would have everything ready to get to the Panel on February -in February, 17th and 18th. They stated the deadlines in their minutes. They didn't do that. In spite of their own urgency, they didn't do that. And despite saying the plan was $80 \%$ finished back in December they still didn't do it. And then they come and ask for an expansion in Little Rock because they figure they can get it because it's Little Rock and you will just do it. So I guess the other thing that is important about what they are assuming, we don't have our expansion yet but we do have a building and we're just going to go ahead and get our building ready. That started in March. They didn't meet the February deadline. They start with a building in March -- and there is more Dark Money there that we don't know where things are coming from. And I asked you in the letter that I mentioned earlier, Why is this okay that Little Rock keeps getting beaten down and this other parallel school system keeps getting
exception after exception? And basically the answer I got was that if we did not waive this rule for these charter schools -- because if you do it for Little Rock Prep you have to do it for everybody else who's requesting; that's in the law -- but if you do it for Little Rock Prep you have to do it for everybody else. And if we don't do it, it will not be in keeping with our values, according to Commissioner Key. And what I don't know is what are those values. Whose values are we talking about? Is there some value statement that I missed someplace that I could understand this? Because I haven't seen it. And is it our values that we keep undermining the Little Rock School District? Is that in our values somewhere? That's what I want to know.

Madam Chair, I only have about five more dots and I'll read them quickly. You're being kind.

So the values that I ask you to exercise are the values of democracy, fairness, transparency, engagement, respect, and finally a release of this district from state control because we have clearly demonstrated we are doing two different things to two different (inaudible).
[AUDIENCE APPLAUSE]
SENATOR ELLIOTT: And we are not following these
values. I suggest to you what's happening now is illegitimate. It is not in keeping with the faith of our traditional democracy. If we're going to continue to pull Little Rock School District apart and divvy it up and pass it out like so many awards at a middle school graduation, I think you ought to tell us. I think you ought to give us the plan. I think we need to see what the plan is that's obviously in somebody's head about the Little Rock School District, because it's not on paper anywhere that we have seen after all these 18 months.

I expect Little Rock to be governed by the rules and the data; I expect the charter schools to be governed by the rules and the data, and that's not happening. I am demanding that we stop expansions. I'm demanding that we put a clear delineation on paper with the rules so we know if we are moving toward getting out of -- from under state control. And the plan needs to show us forthrightly and how swiftly we can get out of state control and to a place of autonomy. Nothing else will do.

So if I've not made myself clear to you today, I'm not asking; I'm demanding that we be clear about what it takes and what are the steps and when is it that Little Rock will be a whole school again -- a
whole school district. This is not right. We are not the racist past of 1957 . We should not be creating parallel school districts and adding to racism, but we are. I am slow to call things racist, but I can see. I can figure things out. And some of this is unintentional but the result is the same. Thank you.

## [AUDIENCE APPLAUSE]

CHAIRPERSON NEWTON: Thank you. Thank you, Senator Elliott, for your comments.
[APPLAUSE CONTINUES FOR A MOMENT]
CHAIRPERSON NEWTON: Senator Chesterfield.
SENATOR CHESTERFIELD: Madam Chair, Ladies and Gentlemen of the Board, and Ladies and Gentlemen who I hope are supporters of the Little Rock School District, as I am, it is my great challenge to represent the Jacksonville School District, the North Little Rock School District, the Pulaski County Special School District, and the Little Rock School District. I have probably the most eclectic district of anybody in Pulaski County. And I've been angry for some five years now because of the lack of involvement of the people in that which is most important to them, and that is the education of their children. Having taught social studies for a long
time I have defined democracy the way Lincoln has, "Of the people, by the people, for the people." I believe in the tenants upon which this country was based, "no taxation without representation," and you are taxing us and we don't have a voice. We are not represented and Community Advisory Boards don't do it because we don't elect them. And so it is time now, Ladies and Gentlemen, to return both school districts. We're keeping Pulaski County until November. No good reason. No good reason. It's been there five years; it's time to give it back in September, like anything else, instead of having to go through the process of going to the legislature and having to reinvent the law to fit what we want to happen. Because we told you in the beginning that where you have multiple school districts it's going to be more difficult to have elections parallel, and that is coming to pass.

The people are not apprised of what is going on with Community Advisory Boards. Most of them don't know the date nor the time when they meet. And they don't have to meet when it's convenient or where it's convenient for the folks. Finally, I have the audacity to believe that our public schools would be treated as your charter schools. But alas, reality
has reared its ugly head and we have been taken over in spite of academic progress, while charters have not made adequate yearly progress since, as the old folks say, Hector was a pup and he's since died of old age. But it's okay to expand them while you diminish us because any time a district is said to be in distress the community loses confidence in that school and thus takes its children out of that school. You've been unfair to us. You have not been representative of us. And we the people want our schools back. We the people want you to understand that this is not the land of charters; it is the land of public education. And we demand that we get our school districts back. I want Helena-West Helena to be restored. I want the school district in Pine Bluff to be restored, Dollarway, because I tell you something, your track record isn't that great. When you've taken over these schools, these schools have not shown great progress. You don't have the capacity to do it and obviously you don't have the will to do it. And when you get somebody in a position who has the will to do it, you get rid of him. It makes no sense.

And so I'm asking you for a commonsense solution. Give us back our schools. Thank you.

## [AUDIENCE APPLAUSE]

CHAIRPERSON NEWTON: Thank you, Senator Chesterfield. The next person that's slated to speak is Leticia Reta. Leticia. Leticia.

MS. RETA: Leticia.
CHAIRPERSON NEWTON: Leticia. I'm sorry. Leticia is coming from behind. Leticia. I'm sorry. MS. RETA: Good morning, Members of the Board. CHAIRPERSON NEWTON: Good morning.

MS. RETA: Good morning and thank you for having me here today. Well, my speech is going to be very briefly and we're going to talk about the lack of communication.

CHAIRPERSON NEWTON: Let me interrupt you before you start. You'll have three minutes --

MS. RETA: Yes.
CHAIRPERSON NEWTON: -- for public comment and that will be the limit for all those that come behind you.

MS. RETA: Certainly. Okay. We're going to talk about lack of communication with the Latino community, the Hispanic community. There is many proposals in the school district that they're not going down to the population. And we're trying to assimilate something and that something has changed
very quickly. We are trying to learn and go by the guides of the school, the law that guides the school district, but there are so many changes. We're confused and we're trying to assimilate what's going on. Right here, the problem is we, the Hispanic, the Latinos, we're not getting the news in our language. Probably it's difficult and probably it's hard for you to understand, but we're segregated; we're left behind because nobody is telling us what's going on right now. We need to know -- and many people think that we're not interested in our kids' education. We're interested. The problem is how do we cooperate; how do we know all of these changes, certainly if nobody is telling us what's going on.

So I'm here today because I'm representing part of the population and I'm the parent who is very interested in my kids' education. My kids already graduated from high school, and Latinos are graduating with honors. But so there's the second level. After the Caucasians and whites, the Latinos are highly graduating with honors and they have the best jobs, the best opportunity. Latinos are very hard-working persons, so the parents -- many of the parents don't have education; that's why we're working for our kids. And we're here because we were
looking for a better education and better life and now it's not what's going on. Nobody has put in -nobody is telling us what's going on. And that's my point of view. I know that's my choice. My time is very short but really, really I see Baker Kurrus or the other superintendents try to go to the schools and they was very having (inaudible) with the schools. But what about the population? What about the Hispanics? There is not any paper to say something is changing. Every time that we try to assimilate something, another change. So please just stop causing this change for all these students and their parents because we don't know what's going on. Really, we need that help. We need to know what's going on around to see the way to educate our kids. Until then, what we really think about all these processes.

Well, thank you. That's my part. Please just don't forget the Hispanics. Don't forget the Latinos and the schools from distress. Schools are not just whites, not just blacks, but there is a lot of Hispanics behind that (inaudible) really and they're all waiting.

CHAIRPERSON NEWTON: Thank you.
[AUDIENCE APPLAUSE]
Sharon Hill Court Reporting

CHAIRPERSON NEWTON: I started on the wrong page. The first person on the first page of sign-ins is Jeff Grimmett. Mr. Grimmett, you have three minutes.

MR. GRIMMETT: Good morning, Members of the State Board and the Arkansas Department of Education, Commissioner Key, and Concerned Citizens of Little Rock and all of Arkansas. My name is Jeff Grimmett and I am the LRSD.
[AUDIENCE APPLAUSE]
MR. GRIMMETT: I proudly attended Booker Arts Magnet Elementary School, followed by Henderson Junior High School, and finally graduated from Central High School in 1998. Currently, I am finished my ninth year as an English teacher at Henderson Middle School and before that I worked as a special education paraprofessional at Mabelvale Middle School and J.A. Fair High School for five years. So, almost my entire life has been wrapped up in some form or fashion in the Little Rock School District.

As an idealistic 17-year old, I vividly remember covering the 40 th anniversary of the historic integration of Little Rock Central High for my school newspaper, wandering through the throngs of
onlookers, listening as the Little Rock nine and President Clinton spoke about the fight for an equitable education for all. Now as we approach the 60th anniversary the state of public education in Little Rock has heartbreakingly moved backwards. Just like before those infamous events of 1957, there are schools in our city that are for all intents and purposes segregated. And like our infamous past those schools are not in good shape sometimes. There's a lack of resources; there's a lack of staff.

It has become evident that Governor Hutchinson, Commissioner Key and other state leaders have no interest in a diverse and robust public education system in Little Rock or in Arkansas. Because despite the numbers showing that charter schools perform no better and sometimes even worse than public schools they continue to receive special treatment while the LRSD suffers under the ineffectual control of the state. For example, Covenant Keepers is perennially labeled as a priority and academically distressed school. ADE's rules governing public charter schools state that they can place a school on probation or may modify, revoke or deny renewal of its charter if the authorizer deems that the persons operating the public charter school
failed to meet academic performance criteria deemed appropriate and relevant. Why have none of these things happened? The whole idea behind charters was if they don't work, then they don't get to proceed. But that doesn't seem to be happening. Little Rock Prep Academy received similar favoritism about its academic outcomes, and on top of that Commissioner Key has granted them a special waiver to request expansion and relocation to the former Lutheran school which is in close proximity to several public schools. And meanwhile, the Walton Foundation and the Little Rock Chamber of Commerce has been working to build that place since March.

Just give me one more second. Well, I lost my last page. But I just would like to call for a restoration of the school board. We need local control back. It's hurting the Little Rock School District. Thank you for your time. Appreciate you. CHAIRPERSON NEWTON: Thank you, Mr. Grimmett. [AUDIENCE APPLAUSE]

CHAIRPERSON NEWTON: Ms. Zook.
MS. ZOOK: Yes. To put any mind at ease of anybody, the Little Rock Prep has withdrawn their request to expand. They still will be coming with the request to change locations but they have
withdrawn their -- so if that is part of your presentation and your concern, then put your mind at ease about that.

CHAIRPERSON NEWTON: The next person signed to speak is Ruth Bell. Ms. Bell, you -- when you hear the alarm your three minutes is up.

MS. BELL: Okay. Thank you very much. I'm speaking for the Pulaski County League of Women Voters. And my comments deal with the Community Advisory Board which you will be shortly, maybe by July, approving the appointment of. The makeup of the Community Advisory Board we feel should be citizens who have a record of positive support for the district in its progress toward returning to local control and who are knowledgeable in our community and known for their leadership in dealing with derisive issues. We hope those are the criteria you will put at the top of your list when you look at the slate that is presented to you in July. Thank you.

CHAIRPERSON NEWTON: Thank you.
[AUDIENCE APPLAUSE]
CHAIRPERSON NEWTON: Okay. Is Julie Johnson Holt --

MS. HOLT: Here I am.

CHAIRPERSON NEWTON: Okay. Go ahead. MS. HOLT: Good morning.

CHAIRPERSON NEWTON: Good morning.
MS. HOLT: Some of you know that I worked at ADE from 2005 to '11, so I'm well aware that the state is ultimately responsible for providing an equitable and adequate education for Arkansas students. So while I was here under the then new law we did -- we the state took over several school districts, almost all for fiscal distress. One was unable to make its next payroll; others were weeks away from running out of money. So the goals were clear: return the districts to financial solvency. ADE staff worked on the ground to make that happen and as soon as those benchmarks were reached, often in well under two years, financially stronger districts returned to local control. While communities never welcomed takeover, I felt confident then that the state was intervening in the best interest of the students. Excuse me.

So with that background, while I dreaded the rumored takeover of LRSD, I held on to the small hope that this action would prove to be in the best interest of our students. I came to the meeting upstairs last spring when you had Baker Kurrus
promising Little Rock needed stability. And I took hope in that move, given Baker's years on the school board and his history with the city. Baker's performance, of course, has strengthened that hope for many of us in Little Rock. But just as we relaxed a little, beginning to believe that LRSD would come out of this stronger, the ground beneath us began to shift starting with last month's charters expansion hearing. I was here, stood in line for four hours to not get to speak, and that's the night I lost faith that the state was working in the best interest of our students. Though presented with sound data, you pounded another nail into the coffin you seem to be building for LRSD.

Having taken over the district I believe this board and the Commissioner and the Governor have a legal and moral obligation to act in a way that best serves the students of the Little Rock School District. Providing quality education is what that law is all about. It's not about pushing the agenda, especially when that will walk us right back to pre1957. In my opinion, you advocated your responsibility to the children of Little Rock that night. And, yes, I know that choice is the battle cry for several in this room. But with state
takeover you had a responsibility to build an LRSD that is a great choice for students. Your actions that night were counter to that goal. Meanwhile, the ground continued to shift. Within weeks, words trickled out that Baker's contract would not be renewed. Amid great outcry, we heard the explanation over a day later that this action wasn't because Baker missed any benchmarks but because you, Mr. Key, wanted an academic leader. In my world, we call that trying to get ahead of the story -- but you were a little late. And I have to question the choice as the news on Sunday was that our new academic leader comes from a district with a quote/unquote "lousy record of graduating disadvantaged students." And I'm going to finish.

I'm proud to stand up for Little Rock but I'm tired of standing on shifting ground. I no longer trust that the district that performed so well for my students, for my children, is in able and caring hands while under state control. So I want to know -- and you were kind of getting at this but you didn't get there -- what are the benchmarks, benchmarks that are not going to shift, that will get us out of state control? Thank you.
[AUDIENCE APPLAUSE]

CHAIRPERSON NEWTON: Next speaker is Bill Kopsky.

MR. PHILLIPS: I am not Bill Kopsky.
CHAIRPERSON NEWTON: No, you're not.
MR. PHILLIPS: But --
CHAIRPERSON NEWTON: Is Mr. Kopsky going to speak?

MR. PHILLIPS: He is. But we switched spots because I have a lunch meeting and he was kind enough to allow me to speak in his stead.

CHAIRPERSON NEWTON: And your name?
MR. PHILLIPS: I'm Antwan Phillips.
CHAIRPERSON NEWTON: Okay, Mr. Phillips. You have three minutes.

MR. PHILLIPS: Yes, ma'am. I always begin by saying I'm a McClellan grad; I'm a lawyer here in town and I also served as the adjunct professor at Bowen School of Law. And when we were doing our training as adjunct one of -- the Dean told us that when you're in the classroom don't be afraid of silence. You ask a question; don't be so -- don't expect everyone to speak right away. Don't expect action immediately. Allow people time to think and consider the question that's being posed. I tell that anecdote because I'm happy and I'm excited to
work with you all in the future as a member of the stakeholder group, south of the river group, whatever that group is formed -- I mean, determined to be as it relates to traditional public schools and charter schools within Little Rock. And just like we learned when $I$ was preparing to be an adjunct professor, I ask you to think, pause about the issue before you -as we think about the expansion of charter schools. I mean, this committee was formed, as I understand it, to address this issue of how charter schools impact traditional schools within Little Rock, among other issues. And I would implore the Board -- I know people don't like to use the term pause, slow down, moratorium, whatever term you want to use to think about the purpose of this board and allow this board to do its job in recommending -- making recommendations to you and to the Commissioner about how charter schools affect traditional schools. So I'm glad to know that Little Rock Prep has taken back their request for expansion. But until our board has the opportunity to make recommendations I would request that any charter school expansion be on hold, that we think about how these things affect one another until we're able to make that recommendation. Thank you.

## [AUDIENCE APPLAUSE]

CHAIRPERSON NEWTON: Okay. Thank you. Mr. Kopsky, Bill Kopsky is next. And after he speaks we're going to take -- the Board is going to take a lunch break at approximately 11:15. So, Mr. Kopsky. Did I miss something?

MS. ZOOK: It's 12:15.
CHAIRPERSON NEWTON: I'm sorry. You know what it is. 12:15.

MS. CLAY: Madam Chair, Henri Smothers is here and I believe she is actually -- would actually be next if Antwan Phillips and Bill Kopsky switched places. Mr. Kopsky is going to be here after lunch and Ms. Smothers is not, if you would allow her --

CHAIRPERSON NEWTON: No problem.
MS. CLAY: -- to speak at this time. Okay.
CHAIRPERSON NEWTON: Ms. -- so after we hear Ms. Smothers we'll break for lunch.

MS. SMOTHERS: In September of 1894, my hero was born. His name was Henry Smothers; he was my dad. I have his namesake. He lived to be an old man and one of the things he would oftentimes tell us is that if he had my age and his wisdom he could rule the world. He was so smart and I really looked up to him. He raised 11 children on a 3rd grade education. We were
very encouraged every day to do our best, and we did just that. But one of the other things my dad would tell us as we were growing up is that, "Baby, you have to stand for something because a fool will fall for anything." I have a granddaughter in public schools, Little Rock public schools, and when she grows up and she asks me, "Grandma, what were you doing when they took over our schools," I'll have to say, "Baby, I was standing for something. I was not a fool and I was not going to fall for anything."

I've been a card-carrying member of the Arkansas PTA, the National PTA for 20-plus year. I've also been a friend of the district for over 20-plus years. The National PTA has been in existence for 119 years. We are the very largest group that advocate on behalf of children. I've served as the Little Rock PTA council president. I've served as the vice president of legislation for the Arkansas PTA. Each year, we have a legislative program. This year, as in years past, we adopt what we believe we are for and against. The Arkansas PTA legislative program for 2015-16 -- I'll be brief with this -- it says, "We support measures that provide for expanded funding for public schools, children's health and safety, a quality education for all children." These are the
things that we oppose: We oppose measures that weaken or minimize the power of local school boards.
[AUDIENCE APPLAUSE]
MS. SMOTHERS: We oppose measures that put money, private -- public money into private or parochial choice voucher plans. Public dollars should be used to support public schools.
[AUDIENCE APPLAUSE]
MS. SMOTHERS: We oppose measures that divert tax monies from school districts without the support of the affected districts' board of education. We oppose measures that weaken collaboration between school, home and community. I stand today for those parents, teachers, students who cannot speak or stand for themselves, those that are speechless, those that are voiceless, those who have the same concerns. We want our schools back.
[AUDIENCE APPLAUSE]
CHAIRPERSON NEWTON: We're going to recess now and we're going to return at 12:45
(COURT REPORTER'S NOTE: Unknown man at the back of the room begins to loudly chant, "Give it back, Give it back, Give it back" -- and others join in.) (LUNCH BREAK: 12:15-12:55 P.M.)

CHAIRPERSON NEWTON: I'll call the meeting back
to order and continue with our public comment. The next person we have on the list is Kyndall Delph. Kyndall, you have three minutes.

MS. DELPH: Hello. I'm Kyndall Delph. I am a debater at Little Rock Central High and I'm just -it's a pleasure to come and address you on my opinions. I'm glad that -- I thank Kathy Koehler for allowing me to come speak today. I just -- I just want to get this out. Personally, I just want to say that any political action has public consequence and that's something we learned in debate. That's Debate 101. And I have just -- with the recent expansion of charters in the district it's just proven that the ADE has chosen the wrong side of history. You have chosen the side of the corporations, of the $1 \%$. You have ignored the students of color, like me. You have ignored the students of -- you have ignored the students who don't have the resources to attend these charter schools. I just want to point out that you have ignored the efforts of desegregation in the district. You have ignored the recent Lisa Academy brochures that were not sent to minority communities. You have re-entrenched the segregation of the district that has already affected many students like me. The quality of teachers is something that I feel
personally about. I feel helpless knowing that my peers and that my future children that attend these charter schools won't have a quality and qualified teacher education like I do.

Another thing is the removal of Baker Kurrus. He was someone who was an effective leader that -- in the district. We felt like even though we had the board -- we have the local board taken away, we felt that Baker Kurrus was a little bit of hope. And with the removal of him you have also shown that -- you have revealed your true intentions. We enjoy Baker Kurrus because he is the one who goes home at night and probably sweats the decisions he makes that impact students like me. And when you choose someone from Bentonville who has -- does not reflect the majority of the community to represent us it's a very paternal -- it's the paternalism that we say is bad. It's paternalistic that you can say minority parents and minority communities can't decide for them selves, cannot decide for their children. And we believe -- when we believe that you have chosen the side -- the wrong side of history, I have one question for the $A D E$ and that's why can't you see me; why can't you see the students of color like me who work 14-plus hours a day, who negotiate with their
bosses so they can attend debate tournaments on the weekend, to further their education and college. I am a committed student at Campus University where I have worked out -- I have worked hours to get recommendations to work for scholarships. But I am an AP student and recently, this week, I done two AP tests. I have a disabled parent and I am the second oldest and it's just very unnerving to know that the ADE has chosen the wrong side of history. Thank you. CHAIRPERSON NEWTON: Thank you for your comments.

## [AUDIENCE APPLAUSE]

CHAIRPERSON NEWTON: Okay. Next on our list is Tony Orr. Mr. Orr, you'll have three minutes for your remarks.

MR. ORR: Yes, ma'am. I want to thank you, thank all of you, Ladies and Gentlemen, for allowing me to come this afternoon. We started this morning and now the afternoon to address you. I'm a very loud, outspoken and vocal parent for the Little Rock School District. And so this morning when I was coming to think about what I was going to say I was listening to the radio and I heard this song, the theme song from Mash. There's some lyrics that goes, you know, "Suicide is painless but it brings about
many changes." And so I want to say one thing, that suicide can be very painful and it still brings about these changes. For so many for so long, the students, the parents and the citizens of Little Rock we feel have been held hostage by Mr. Key and this board. We feel like we have been extorted. Our money has been extorted, our children are being extorted, our rights to choose has been extorted. Some parents feel, like me, that Mr. Key is the Jim Jones of Little Rock School District and we're being forced and extorted to drink his poison Kool-Aid; we're being forced to drink his Kool-Aid of charter schools; we've been forced to drink his Kool-Aid of a superintendent that we have no -- that we had no right or had no choice in selecting. We feel like the only way that Little Rock can be the school district it's supposed to be is you allow local control, locally elected officials that we know. We don't know you and you don't know us. You have an agenda and your agenda don't include us. And one of the things we feel like is that if you're going to represent us then do it in a way that's transparent for all of us. We understand one thing, and let's be clear about it: we know this is not about students. This is not about academics. This is not about
distressed schools. It's about money and it's about somebody else's agenda. And the only thing we ask, be straight-up with us. Be honest with us. We're grown people. We can take it. If you come to us, "Listen, we don't care about you. Y'all, we don't care about" -- I've been watching just the posture of some of you on this board this morning; you could care less what we're talking about because you have an agenda that you want to see through. So just be honest about it. Say, "We don't care. We don't care about you, parents. We don't care about you, students. We don't care about you, residents. We care about what we want to care about and it's not about making sure that our students are being educated. It's about what we want to do." Thank you.

CHAIRPERSON NEWTON: Thank you.
[AUDIENCE APPLAUSE]
CHAIRPERSON NEWTON: Austin Bailey. Austin Bailey is apparently not here. Erin Larkin. Not here. Liz Smith.

UNKNOWN PERSON: She's not here.
CHAIRPERSON NEWTON: Okay. Gene Levy. Mr.
Levy, you have three minutes.
RABBI LEVY: Thank you, Madam Chairman, Members
of the Board, Commissioner. I'm Rabbi Gene Levy; I'm a retired Rabbi. I am on the current soon-to-be-out-of-business Civic Advisory Committee. We, I guess, go out of business in the next month or so. We have been busy over the course of the winter and spring of having five community forums and we're just now putting together the finished material, which will be presented next Thursday. We've had hundreds and hundreds of participants and have given hundreds of suggestions. We feel that we had just begun -- just begun to crack the areas of trust and transparency with many of our parents. We had just begun that. We have answered questions as to where are we going. But now with the secretive activities of last month we feel that much of that trust and that transparency has been totally dissipated and we've going to need to start all over again.

As a religious leader and a member of the Civic Advisory Committee, I implore the Board and the Commissioner to make known, just as our previous speaker said, make known directly what are your ultimate goals for this district. You have a moral obligation to let us know what the plans are for the LRSD, without excuses, without equivocation. We need to regain the trust of the parents of the Little Rock

School District. Thank you.
CHAIRPERSON NEWTON: Thank you.
[AUDIENCE APPLAUSE]
CHAIRPERSON NEWTON: Next on our list is Brant Collins.

MR. COLLINS: Hello. How is everybody today? I'm an LRSD parent and a few things I'd like to talk about. I was looking through your website, trying to learn who I'm talking to here. I was looking up -I'm a transplant; I'm from a big city called Dover, Arkansas, which is north of here; moved to the big city of Little Rock. But when I was in Dover, went into the military, came back and I ended up going to ATU and I became a recruiter, academic recruiter for Arkansas Tech University. So I've traveled the whole state and went to a lot of high schools, trying to recruit kids. I looked on your board and I see there's -- and you can give a shout-out if you want to -- Daniel High School, Crossett; Fayetteville High School; Newport High School; South Side, Fort Smith -- who's South Side?

MS. REITH: That's Vicki. She's not here.
MR. COLLINS: Oh, Vicki. Okay. Because I -Melbourne High School; Oak Grove; El Dorado -- and El Dorado -- El Dorado -- and Gurdon High school. Hey,

Mr. Keys [sic]. All public schools in small towns, correct? How do you -- how would your town feel if I came into their town and tried to take over their school board? They wouldn't have that. And we're a small town too. I've been to some big cities, you know. Everybody that lives outside of this -outside of Little Rock says, "How do you live in Little Rock? It's so big;" you know, they haven't been to Dallas or anyplace else. It's a small town and we all know each other.

The mission for the Arkansas Department, off your website, "Arkansas Department of Education strives to insure all children in the state have access to a quality education by providing educators, administrators, staff with leadership, resources and training." So I think from the report that we saw earlier from Baker Kurrus shows that LRSD is providing that quality. The word "leadership" though -- it's the great thing about iPhones today, right -words matter, so we -- I like to use the Thesaurus. You know, leadership can be administration, it can be authority, but it can also be command, superiority, and supremacy. And that's kind of what we feel as parents. You've taken -- you have control over us. You're giving a supremacy over us. You're not
leading us down a path because you're not being upfront.

One of the things that Joyce Elliott said and I kind of heard a few other people say is faith. I was lucky enough to serve the United State military, United States Navy, on a submarine. It goes underwater on purpose, 150 young men. I was about 18 at the time. You're going to go in and purposely go under the water. Fear sets in. I was also lucky enough to get to dive with the Navy Seal team and I had to go out of the submarine while we were underwater, the most dangerous thing, they said, that you could ever do. Why was I -- I had no fear at that point because I had faith in my training; I had faith in all of my shipmates; I had faith in the system. Without that faith, fear sets in -- and I've lost faith in this board; I've lost faith in the state government; I've lost faith in the system. Like most of the parents here, when you lose faith, fear sets in. Like the Hispanic mother, the fear, the stress, all of that comes into play.

So I implore you to please give us back control. Because I know I spent five years of my life to protect your freedom. There's a young man back here that we're going to ask to give his life. Don't let
us do these things for you and take away what we fought for, is that idea of democracy, freedom of choice, our voice. That's what I fought for. I did that for you, each of you. Please do this for me.
[AUDIENCE APPLAUSE]
CHAIRPERSON NEWTON: Okay. The next person that's signed to speak is Nell Matthews. Okay. Ms. Matthews, you have three minutes.

MS. MATTHEWS: I'm Nell Matthews. I am on the leadership team of the League of Women Voters of Arkansas. And the League has been involved in $K-$ through-12 education for many years. Ruth Bell, who spoke to you earlier, is with the League of Women Voters of Pulaski County, and I don't know if you realize but Ruth Bell was a foot soldier in the Women's Emergency Committee. That's how long we've been involved in education in Little Rock and in Pulaski County.

The Little Rock School District lacks a publicized plan. Without a plan, then there is no way to achieve goals in a businesslike, efficient and effective way. We have been fortunate in having a leader, Baker Kurrus, who developed and implemented his plan, a plan that encompassed meeting with consultants like those in the district
administration, with teachers, with the community. But -- and he developed cooperation and understanding and agreement by his collaborative work. But his plan ends on June 30th. Where do we stand now in resolving the issues that brought us to this extreme situation? Commissioner Key, you're in charge. We want the plan. Give us the plan. It cannot be secretly held. The need to return the school district to local control as quickly as possible should be one prominent goal.

I'm also a member of VIPS and we are expending a tremendous -- "we," all of us, are expending a tremendous amount of energy in protests and meetings, energy that could've been applied to work in the schools. I say give us a plan, get us out of control, give us back our local school board. Thank you.

## [AUDIENCE APPLAUSE]

CHAIRPERSON NEWTON: Next we have Emily Kearns. Emily Kearns. Not here. Okay. Valerie Bailey. Is Valerie Bailey here? Okay. Ms. Bailey, you'll have three minutes.

MS. BAILEY: Thank you, Madam Chair. Valerie Bailey. I'm a parent in the Little Rock School District of a 3rd and 4th grader at Fulbright

Elementary. That's the elementary that Baker Kurrus sent his kids to. And that's the elementary that when I complained the first week of school that we didn't have enough security he rode his bicycle through the parking lot the next morning to speak with our security guard and find out how she personally was doing, and then he wrote me back.

I'm upset. I'm upset just like Senator Elliott is, and that's why I'm here. And I want to talk to you about a situation that you -- the two -- there are two entities here in front of us. There's Commissioner Key who has complete and total authority by statute over the district and there's you, a board, who's made up of many people who are -- have a lot of -- many of you six, seven, eight, five years on this board and really do know what's going on in Little Rock. Dr. Barth, $I$ will point to you in particular; you've stated in the past that you're from Little Rock and you care about what happens in Little Rock. Many of the members of this board I think feel the same. Commissioner Key not so much; you're not from Little Rock; you don't care about Little Rock. And I can -- I know that for two reasons that are facts. Number one, Baker Kurrus injected tremendous leadership, stability and heart
into this district, and then you fired him. Number two, a principal who $I$ won't name -- she hasn't given me permission -- directed Baseline Elementary for the three years that they were under academic distress and was immediately sent home. I want to know why. I want to know why people who have been given jobs to do and have done them, why those people have been dismissed. A sinister plan emerges, sir, and it's not workable at all when you have $100 \%$ authority over the district, yet the parents in the district community have no recourse to this board who does know what's going on. And -- my time?

CHAIRPERSON NEWTON: Not yet.
MS. BAILEY: Okay. How will you fix that? I'm asking you, Commissioner Key, and I'm asking you, Board, Madam Chair. The two entities here, the Board and Commissioner Key, are able to hide behind each other. One of you is able to go to our district of 3,000 slots; the other was able to fire our super. And we can't go to either of you to ask for recourse. That is unworkable; it's got to stop. And I would -[AUDIENCE APPLAUSE] MS. BAILEY: Thank you. I would suggest that we get back to the point, which is the two ways that you, Commissioner Key, suggested earlier, that we get
the district off distress list. One was that everything be corrected, I think, and, second, that the -- all the schools get off the list. So what I think I understood was all of the problems should be corrected and then there's the second mysterious factor which says all of the schools should be off the list. So I actually demand an answer about what that means such that we don't come up again in the fall of '16, sir, and you say, "Well, all of the problems were addressed but there are still schools on the list."

We've been punked. I mean, I don't have my lawyer hat on, and I am a lawyer. I'm a parent and we're tired of being punked. And all of these -- I mean, we demand answers and we demand that you fix this. And, sir, Commissioner Key -- I'll end on this -- one thing that I personally would tell you -- and I admire you and I think you've done a good job for the state of Arkansas. But you're out of your element here; you're out of your depth. What you can do is -- excuse me, I'm sorry -- get in touch with Michael Poore, sir, and ask him to cancel his plans. We don't want him here. We want Baker Kurrus here and we want to move forward, and that would help a lot and I encourage you and ask you to do that. And
with that I'll end.
CHAIRPERSON NEWTON: Thank you.
[AUDIENCE APPLAUSE]
CHAIRPERSON NEWTON: Jon Tribel or Tribell. You have three minutes, sir.

MR. TRIBELL: You all have no idea how happy I was that Bill Clinton won the presidency, the reason being that I'm from Arkansas. When I was 17 years old I was an exchange student in Germany, and as far away as many thousands of miles away as Germany is when people would say, "Hey, where are you from," I'd say, "I'm from Little Rock, Arkansas." Guess what they would tell me? They'd say, "Oh, you're from Arkansas, Little Rock, Central High crisis back in 1957." Yeah, I'd hang my head low and say, "Yes, that's where I'm from." You have no idea how embarrassing that is to have to answer time and time again that you come from the place in the United States, in the world that is labeled for segregation, and to have it happen over and over again. When Bill Clinton won the presidency in 1992, I was in college in Paris, France. I was very thrilled. This has nothing to do with politics because from that day forward people would say, "You're from Little Rock? That's wonderful. You come from the same city as the
president of the United States." It took that for people to start to forget Central High in 1957. It is embarrassing to the state to have to live that down when you represent the state outside of Arkansas and the United States or, even worse, abroad where, believe it or not, people are very up-to-date with United States history.

When I moved back here five years ago from living in Europe, my daughter who was born over there was put into public schools. I myself went to private schools and I wanted my daughter to have the cultural depth and the cultural diversity that you can only get in public schools in this area of the country. You don't get that depth and the richness of life by going to private schools like I did. I wanted to remedy that with my daughter. Now I'm wondering if that's the right thing because we're losing -- through your decisions we're losing the cultural depth that we have had since 1957. And I wonder when my daughter goes to Europe to visit her grandmother this summer is she going to have to answer questions, "Oh, you're from Little Rock? My god, you know, almost 60 years after Central High you guys are going back to where you started. Really nice to know you're from Little Rock, Arkansas." I
don't want my daughter to have to undergo that embarrassment. So I ask each and every one of you -each member of the Board and you, Commissioner Key -when you go home at night I want each and every one of you to think do you want to be the names behind taking Arkansas back to pre-1957 or do you want to be the names to say, "This is 2016, next year is 2017, look at how far we've gotten in the 60 years since Central High." Well, right now we're on our way back to 1956, not to 2017. I want each and every one of you to think about that every night in light of the decisions you're making and what kind of consequence it has on the people of Arkansas, the people of Little Rock, and what you're going to be known for around the world. You can't hide behind these decisions because the whole world will know about it. Thank you.

## [AUDIENCE APPLAUSE]

CHAIRPERSON NEWTON: The final individual that we have signed for public comment is Charles Zook. So we'll hear Mr. Zook and that will be the end of the public comment.

MR. ZOOK: All right. Hi. My name is Charles Zook and I am a K-through-12 product of the Little Rock School District. I'm also a former full-time
school teacher. For the past 10 years I've taught in Little Rock School District, primarily seven years as a sub, three years as a full-time Spanish teacher. I am here to talk frankly about the giant elephant in the room; I'm here to talk about Wal-Mart. Wal-Mart brought the new building -- bought the new building for the Little Rock Preparatory Academy, a very low achieving charter school, before they even knew if they would be approved for expansion. It would seem that Wal-Mart knew something that the public did not. What Wal-Mart wants, Wal-Mart gets. If this charter expansion continues, then it won't be too long before most of the good LRSD teachers will begin leaving in droves. That's what smart people who don't enjoy being treated poorly tend to do. But that, of course, is by design. Wal-Mart wants the teachers gone, the unions broken, and a proliferation of charter schools. This is likely the reason our Governor and others have set aside millions for TFA; they will pick up the slack. The same data that Superintendent Kurrus wanted a deep analysis of tells us that this juggernaut of school choice will decimate the LRSD. This choice that we are to be provided with will at first be delightful to many, like the low prices at Wal-Mart stores. Wal-Mart
will surely see to that, but over time most will come to rue the day that we allowed our democratically elected school board to be hostilely overtaken by people with a school choice agenda plus one unsuspecting board chair. It doesn't take a genius to read the writing on the wall. Yes, many will be happy at first about having choice. We will be like the small town that is excited when it gets a brandnew Wal-Mart, only to later end up a shell of its former self, pining away for the days before the town got sucked dry by low prices. This is bound to happen because, like Wal-Mart, charter schools are based on a corporate model and the profits will always end up being more important than the people -always. All we have to do is let them close the door and get down to business, destroying the teachers' union. That's what Wal-Mart wants and we will be the ones who suffer. I for one refuse to accept this quietly. I will continue to support the district I love and I will gladly eat my words if someone can prove me wrong.
[AUDIENCE APPLAUSE]
CHAIRPERSON NEWTON: Thank you. That ends our public comment time and we -- I just -- I don't have to say this but I will. There have been several
comments that suggest very clearly that the Board does not listen and that we don't hear and internalize the comments that have been made. I will be very liberal and assume that I can speak for the Board and say that we do; otherwise, we don't have to do this actually. So our minds are not made up and certainly we hear your comments and understand your concerns. This is not an easy job but we take it in sincerity and we take it in seriousness. And I could be at home or somewhere doing something else rather than being ridiculed and accused and -- but that comes with the territory. But clearly --

UNKNOWN MALE: You took the job.
CHAIRPERSON NEWTON: I took the job and I'm here until June 30th.

UNKNOWN MALE: You took the job.
CHAIRPERSON NEWTON: I took the job here till June 30th and I'm doing my job. So in that, we won't all agree. We won't ever all agree because there are always two sides to the story. But, again, I speak on behalf of my fellow board members to say that we're not in a position of role-playing. As the children said, we're not acting; we're doing our job and we're doing it from the persuasion of our conclusions with the information that we have.

So with that said, we'll move on to A-4 and that is Consideration of Appeal from Denial of School Choice Application - Warren. We're moving on, unless Ms. Clay has something.

MS. CLAY: Madam Chair, two individuals are here that would like to give public comment. Ms. Annie Bryant was on the sheet that you and I both have. CHAIRPERSON NEWTON: Ms. Bryant is for A-7 though.

MS. CLAY: She signed up in two places and would like to give comment on Little Rock as well.

CHAIRPERSON NEWTON: Okay.
MS. CLAY: And then also Ms. Anika Whitfield signed up and didn't -- signed up on a sheet after you and I had our sheets.

CHAIRPERSON NEWTON: Okay.
MS. CLAY: So those two individuals are here. CHAIRPERSON NEWTON: Okay. Ms. Reith, before then are you --

MS. REITH: I'd let them speak first and then -CHAIRPERSON NEWTON: Ms. Bryant on Little Rock, please, and we'll save Little Rock for -- I mean, sorry -- Pine Bluff for when Pine Bluff is on the agenda. And Pine Bluff has been pulled. The agenda item with Pine Bluff has been pulled.

MS. BRYANT: Yes. I'm sorry. I put A-7 on there but I meant to put A-3. I'm sorry.

CHAIRPERSON NEWTON: Excuse me?
MS. BRYANT: I said if I put A-7 on there I meant to put A-3.

CHAIRPERSON NEWTON: It was A-7.
MS. BRYANT: Okay. Good afternoon and thank you for allowing me to speak. I'm here in support of the Little Rock School District and just excellence in education overall. I have three children in the Little Rock School District, two at Brady Elementary and I also have one in pre-K at Martin Luther King, Junior Elementary School as well. Basically, what I'd like to say is that my self and other parents are depending on you to insure that our kids receive the highest quality education possible and we do welcome choice and we need choice. Okay? And -- but we also need to be sure that you're insuring that we get that transparency and that honesty, that we get the whole story about what's going on and what these things entail. Also, when I look at charter schools, specifically from the Little Rock School District standpoint, what I'm finding out or what I'm hearing is basically that it's not necessarily inclusive. They are not soliciting students from all areas,
specifically that they're not looking at people from communities like my community, people like me. Okay? And so that concerns me. Now in the Pine Bluff community the issue that $I$ have with charter schools is basically we have charter schools there and you can go to your website; they have F's and they've never met the standard or served the needs of the students that they're serving. So I don't understand the concept of bringing in others when we have those here that's not meeting the needs. And so those options, because of that, you know, I don't see those as valid options for us. And so I'm just asking as a parent and as a taxpayer and as someone who wants the resources used in the best manner for excellence in education to just make sure that we're focusing our resources in the best way possible to get the best results for the kids. Because we're taking away dreams and opportunities and many of the kids from my community, they've had those opportunities taken from them for a very, very long time. And it's just been too long, you know. And so I want to thank you for the choice and everything because we do appreciate it, you know, and it's been enlightening and very helpful. But we really need to have some good choices. Okay? Some honest choices. And also I'd
like to say that my self and other parents are standing with Little Rock School District for public education. And in Dollarway we'd like to say that as far as charter schools, No Way in Dollarway. Thank you.

## [AUDIENCE APPLAUSE]

CHAIRPERSON NEWTON: Okay. Ms. Whitfield will be our final speaker on agenda item A-3. Ms. Whitfield, you have three minutes.

MS. WHITFIELD: I've asked Kyndall to stand beside me because I want the focus to not be on my self but I want it to be on the students and the students of the Little Rock School District. When I started my journey in the Little Rock School District I was in kindergarten and I had an absolutely amazing teacher, Ms. Darling. And Ms. Darling saw the best in me and she allowed me to be a peer teacher in my classroom and she saw leadership. And she saw all of the students that were in our classroom, black, white, Latino. Everybody was treated the same. And she gave us love, she gave us hugs, she gave us a strong foundation. That's what I want for every child in the Little Rock School District.

As a member of the Civic Advisory Committee, at our very first meeting Mr. Key came -- Commissioner

Key came and one of the first things that I stated was I wanted our local control back, our local governance back. We can handle the Little Rock School District but we need to do better. And we recognize that the responsibility is not solely on the board; it also is on the people of Little Rock. We need to come together, and we recognize that and we've been starting to do that work and I hope that we will continue to do that work together.

But, Commissioner Key, I would specifically like to address you and ask you to remember that conversation that we had when I met you back at the Civic Advisory Committee. And I asked you what was it that the Board and what was it that you were going to do for our school district to make it better. And you said that we were charting new grounds, that this Civic Advisory Committee was a new committee and that we had pretty much full reign to decide what we were doing, and we took that responsibility and we took it very seriously. And Gene mentioned a little bit earlier we had community forums and we heard from the people and we heard from the parents. And, Ms. Zook, you mentioned when the charter expansion happened that you heard from the parents that supported charter schools, but I really want you to hear from
the parents who support the Little Rock School District.

And that being said, I would ask you, Commissioner Key, to step down from your position and allow the Governor to place someone in your position who will hear all of the people who really care about all of the students, that will look at a Kyndall and see her promise and her excellence in education, and look at her younger brother and all of the kids that are at Central High School, Hall High School, J.A. Fair, McClellan, Henderson -- all of the schools in the Little Rock School District. All of those children matter, all of those students matter, but we need leaders that care about them. We need leaders that show that they support them. We need leadership that will not go behind their back and take away the very resources that they need, and you have not done that, sir. You have not been honest to us, you have not been fair with us, and we would like for you to resign.

I'd also ask that the Board would consider the Little Rock School District and immediately restore local control to us because we can do it better than you have. Thank you.
[AUDIENCE APPLAUSE]

## Sharon Hill Court Reporting

CHAIRPERSON NEWTON: Ms. Reith.
MS. REITH: Thank you. And I want to thank the Madam Chair and all of $y$ 'all for giving me a moment. I think after hearing all these comments and things that were said it's important to have a conversation for many of the reasons that were cited, around transparency and accountability. And whether people in the audience know this or not, we're not allowed to speak to each other outside of these meetings here and so I think sometimes it's important to have a little bit of conversation -- am I out of order, Ms. Zook, or --

MS. ZOOK: No. I had a question with regard to something you were saying.

MS. REITH: Oh, okay. So what I did want to get to was what I did hear today because I do think that there's some things that can be done. I know from our past conversations that we may not all agree on everything that's been said thus far, but I do think that there's some things that were said, some actionable items that $I$ would like to see if we can walk away with a commitment to. I don't have the gift of articulation that Dr . Barth has, so I don't have a prepared resolution or anything but more, some things that I'm taking away from this conversation
that I'd like to pose to you all and see if we can in turn pose this to communities so folks that are leaving here with the passion that we've asked them to have for our school district and for our schools don't walk away discouraged and don't walk away disengaged or disillusioned, because that's counter to I think what any of us want here.

One piece for me is definitely around the accessibility, the transparency piece and then this commitment to legitimate power for the committees that we have created. I do think that there is something that we can do and part of it may be that special meeting that we have with this Citizen Advisory Board. If we can walk away with a commitment that we'll have that meeting, that we will -- as has even now been asked to us of the legislature, or representatives I think is what you said, to be part of that process that maybe at that time, one, it's open to the public so that they can see and observe and be part of that. But I think that would also give us an opportunity there to maybe flesh out a little further what's been asked of us here, right, in terms of putting the devil in the detail around the legitimate power for the Citizen Advisory Board. I think you're exactly right, Ms.

Zook; there is precedence and there is statute, but I think we've also heard that that hasn't always gone far enough. Right? And if we're going to talk about the Citizen Advisory Board, maybe we have an opportunity there while we're talking about who constitutes the board to also talk about what can we learn from the mistakes of the past to make this really feel like it has some legitimacy and some power. And with that, along with that, then having that conversation along the lines of what's being asked of us here in terms of strategy, of how does that relate to this new south-of-the-river committee that's there; maybe have an opportunity there to actually flesh out the branding and some delineation, what this looks like, but have that conversation in a special meeting, public format, where folks can observe -- or at least happen and we can offer a little bit more tangibility there. I don't have those answers right now. I know that this is something that we're doing as we go, and I know that's been said a lot of times. But I think it could be one of those additional steps that could help at least to demonstrate that we're not just here listening but we're actually willing to react and do something about what we've heard here.

Now with that, and this $I$ feel like less certain around in terms of what the solution is, but we've heard so much today around local control and even you, Commissioner Key, teed us off with what that looks like at least in regards to statute and such. And I don't know what that -- and I put this honestly to my colleagues here; I don't know what that looks like in terms of a timeline. We can't have arbitrary timelines when we don't know the results of exams. I understand that now, having sat on this board for six years. But at the same time we've been hearing this over and over again, as Dr. Barth has said. We even discussed this shortly after we made the decision of taking control, and it seems like we need to do something more than just leave it hanging out there and I'd like to know what that could look like. I'd actually welcome the ideas of the Commissioner, if he has some thoughts on what that looks like beyond the timeline of fall of 2016. You know, is it the kind of thing where we could say it is with the guidance of the Citizen Advisory Board or -- I don't know -some sort of timeframe. I'll admit, I'm at a little of a loss of what this looks like and I've given it some thought; maybe some of you have as well. But I feel like we need to be responsive to this question
on local control.
And then the final piece that I've heard, and then some of it was said today and some of it was in conversations I've had around this, but the idea of having this moratorium on new charters or school closures until we can get some of these plans in place. And I realize that's a lot harder to do in regards to statute. Right? There's not a precedent for that. Some of it may be a timing thing because applications will be considered in the fall and it seems that we're talking about a timeline for these committees of having information in the fall. Maybe it's a commitment to the committees being able to present their positions and findings or trying to accelerate the pace in which they do this or an acknowledgement of how when we set up these committees that it's done in a way so that their research and strategy and analysis that they're tasked to do can feed into the decisions that are made in late fall and early winter around charter schools and such.

Again, I don't have formally formulated ideas. I thought in the thinking that I've done this last month and hearing today I would formally have something. I apologize to my colleagues that I
don't. It's more a feeling of concerns of being able and wanting to rearticulate with my colleagues, at the same time acknowledging what we can and can't do, after six years of having been on this Board, but feeling that we still can do more in terms of the process and some sort of assurances. It doesn't necessarily have to be at a level of a resolution but at least something that we walk away with today so that the community knows that this isn't -- they're not speaking to a vacuum.
[AUDIENCE APPLAUSE]
CHAIRPERSON NEWTON: Dr. Barth.
DR. BARTH: I've been thinking about this, this same issue. And first off I want to thank everybody who came out today and I know all of us probably got our -- at some moment got our toes stepped on, but we very much appreciate y'all giving your time to show your care for this district and this community. On this issue, I talked to Dr. Airola a little bit at break about kind of what the timeline is going to look like in terms of scores and the concordance process and all that. And I would -- I think it is important for us to resolve to consider a new path after -- in the month following the time where we do have the final results from this year's ACT Aspire,
which would include, of course, the concordance process. And that doesn't lock us into saying we're going to do $X$ or $Y$, but $I$ do think that we have some responsibility to have a full conversation about what the new path is, if there is, or at least reaffirm that indeed we think it's important for the state to maintain control at that point. So that would be my notion is that we resolve to have that as an action item on the agenda the month following the completion of the test process for this year, which includes of course cut scores and all the rest. So that's -that would be my wish.

CHAIRPERSON NEWTON: Any other comments?
DR. BARTH: And I will look to the Commissioner for his thoughts on that.

COMMISSIONER KEY: That's entirely doable. And, you know, as I mentioned in my presentation, that timeline is uncertain. We generally think it will be in the fall, so once that -- those determinations have been made then we'll certainly put that on the agenda for you all to contemplate and discuss -- and, as you all know, as we mentioned, the two new members that will be joining you in July. If I may, Madam Chair, just -- I want to take an opportunity to recap because there have been a lot of
concerns voiced, very passionate voices, and I appreciate all of those. The question that keeps coming up is a question that has been asked repeatedly and has been answered by us in this setting and other settings: what are the -- you know -- what are the benchmarks. It's $49.5 \%$ average of the students at proficient or higher in math and literacy. I mean, that is the benchmark. That is the rule that was established according to the procedure, according to the statute, and that is what we at ADE are bound to follow. So that's why we go through all the calculations; that's why we present that to you. And as far as what goes into that, as far as what are the plans for getting to that point, it's ACSIP; it's the Arkansas Comprehensive School Improvement Process. It is the school improvement specialists that work through the School Improvement Unit, through Dr. Wilde, through the team that they have assigned school improvement specialists to each of the schools not just in academic distress but the priority schools. Tomorrow you're going to have a report. That report, which I don't know if you'll have time to discuss it -- but all the priority schools, including the five remaining academic distress schools, are there and this report is
principal feedback, leadership of those schools. And whereas you will see they have made great progress, they still have many challenges, challenges that ADE can't overcome. Because it is one of the things that principals have to respond to and provide us feedback on challenges and I just point to -- all of these schools point to absenteeism continues to be a problem. This is student absenteeism, this is teacher absenteeism. Look at the data. We want to talk about data; look at the data. Now this isn't going to get claps and applause out there, I understand that, but if we're going to have straight talk, well, let's have straight talk.

UNKNOWN MALE IN THE AUDIENCE: Give us the data;
I'll look at it.
COMMISSIONER KEY: It is available every quarter. Every month we have these reports. The ACSIP is available at the schools; it's not available here. To think that $A D E$ is going to have all this data, it's at the level where it needs to be and that is at the school level. It is with the principals, with the school leadership, with the teachers and the teams that are supposed to be taking this data, working with each other to put steps in place. Now the data is going to show pre- and post-test. Mr.

Kurrus has been here many, many times talking about pre- and post-test data and we are making progress, but there are still challenges. We have a school personnel development grant that in October -- and this was reported to you all, it's been reported a number of times -- that not only when you look at one of these reports for Hall -- and you're going to see where the principal identifies one of his problems, one of the challenges of the team there is that students come in three years or greater behind, still. Okay? This is the third-quarter report that you're going to be looking at. So what does that point to? That points to pipeline problems. And this three-year grant, half-a-million dollars that we specifically targeted, much of these dollars which accounts for professional development, for RTI (Response to Intervention) so that it builds the capacity. It is specifically a capacity building grant where our team works with the Little Rock team -- in the first year, Franklin, King, Romine, Stevens, Washington and Watson Elementary. Each school year the grant will support LRSD RTI scaling up by providing training and coaching to at least six more schools every year. This is work that we do through our special ed. unit and through Ms. Smith's
unit, with Learning Services. These are things that we've reported, we've talked about before. With regards to Baseline, the one school that has exited academic distress, a SIG grant, federal dollars to devote to building the capacity of that student population and the teachers that work in that student population. ACSIP -- what is ACSIP? It's through INDISTAR, through Dr. Wilde. And Mr. Harvey is here and we have some folks that can talk more about this, but they've presented this before. We have research based recommendations that we as the Department provide assistance to the teams out there to try to build the capacity to make the improvements that are needed, that build up to meeting that 49.5 -exceeding that $49.5 \%$. So these things are in place. If things need to change -- many of these things have to change statutorily because we have the responsibility -- I've given you the statutory responsibility of $A D E$ as it relates not just to Little Rock. This isn't just something we do in Little Rock. We have had multiple districts that, as you mentioned -- as someone mentioned earlier, fiscal distress, that's clear. A good leader can turn around a fiscal distress school in a very quick period of time. Academic is so different. Academic
distress points to pipeline issues because kids are going to be behind as they go through, three years behind coming into Hall. So our team at ADE is working hard, working diligently. The support of the Office of Intensive Support -- state superintendent Mr . Tolbert, his role is he attends these Community Advisory Board meetings, wherever they are. That's one of his tasks, to provide support and communication to and from the Department.

So I would just make sure that the Board realizes that in the face of many of these passionate comments that there's a lot of work being done, a lot of work being done by this team, a lot of work being done by the LRSD team. And if we keep working in this vein we are confident that through the processes that are in place we will accomplish what needs to be accomplished for all of the children that are in the district. And these things -- we've talked about these things before. We've discussed them in this group before, but I think it bears repeating today because this information is not hidden; it's open, it's out there. And we will continue through the Community Advisory Board as that process and that committee gets put in place. These are the things that we'll continue to work on until such time as
academic distress has been corrected and those schools are left or this board takes other legal action according to the academic distress statutes.

CHAIRPERSON NEWTON: Okay. Ms. Zook.
MS. ZOOK: Yes. To answer the question that was asked earlier, I think, from the audience, on the meeting agenda that's for May the 13th, item number -- report nine, it lists all of the different schools that are in academic distress and the principal's most recent 45-day report. That is open for everyone to look at. There have been a lot of things said today for -- as fact and, of course, we don't want to get into a back-and-forth, but the data is there, as Mr. Key said, was reported by the principals and the superintendents. So you can look at the data of teacher absenteeism, student absenteeism, student reports, and student achievement. And you can see, in my opinion, there's a direct relationship in a lot of those schools with the teachers. As much as 60\% were absent more than five days in a 45-day period. And then you look at the children and the scores they had in pre-test and sometimes you had as many as 90\% scoring D's and F's. This is not hidden information; this information is posted always, at least eight days before our meetings. This is part of the data
that we study. I too have a vested interest in how -- since 1968, when I started teaching in Little Rock School District. These issues did not happen overnight. They've been going on since the ' 82 lawsuit was filed, so that's three decades there. So I understand the passion and the need. And I also understand we get lots of emails and text messages from people who feel differently than those who spoke today. But we do listen to everyone and we want you involved. We want you to understand we're not making arbitrary decisions; we're making decisions based on visiting with people in the community, talking with principals and teachers, studying the data that's provided by those schools. This isn't data that someone from the outside did. But to answer the question, on report nine on tomorrow's agenda is the information referenced by Commissioner Key.

CHAIRPERSON NEWTON: Dr. Barth.
DR. BARTH: Just actually a procedural question. Before we moved into public comment, did we approve the creation -- do we vote on the creation of the CAB?

COMMISSIONER KEY: I asked Ms. Clay. But, Ms. Clay, would you come and talk about that?

MS. CLAY: I don't believe that the law requires
you to actually approve. I think that your determination of the fact that progress has been made towards removing the academic distress designations was done at the last meeting. If you want to take an affirmative step and be absolutely sure and have it on the record that you are directing the Commissioner to begin that process, that is certainly okay.

DR. BARTH: I do think it -- because I'm looking at the statute. It's not clear. We know this section has its challenges.

MS. CLAY: Yes.
DR. BARTH: But that one is -- and I think it would be best if we could affirm the creation -- the process for creating a Community Advisory Board with the powers laid out in the statute and then also the kind of additional role that that group would play as a vehicle for the patrons and parents in the district as we talked about earlier in the day. And I would also add to that, if it's appropriate, a resolution to consider -- reconsider the path forward for LRSD after the final results for the ACT Aspire are received for this year. That would be my motion. MS. REITH: And -MS. ZOOK: There was a lot there. Could you state it again?

CHAIRPERSON NEWTON: Yeah, absolutely, especially that last part.

DR. BARTH: It's a two-part. I mean, I guess one part is very simple which is creating the Community Advisory Board with the powers that are laid out in the statute, as well, as we talked about earlier, the fairly expansive reading of certain sections of that to give that group a real voice. And then the second part was a resolution to consider the path forward for LRSD in terms of governance after the final results of the ACT Aspire test are received this year. And by "final results" I mean not just the scores but also the concordance process so that we can understand what those scores really mean in the broader context.

CHAIRPERSON NEWTON: Would you consider making those two different?

DR. BARTH: I'm totally fine --
CHAIRPERSON NEWTON: Because they seem to be not consistent with each other.

DR. BARTH: I'm totally fine. Yeah, I'm totally fine to do that as two separate motions.

CHAIRPERSON NEWTON: Okay. So we'll take the first motion from you considering the advisory board. Is that correct?

DR. BARTH: Uh-huh.
CHAIRPERSON NEWTON: Okay. So we have a motion from Dr. Barth. Is there a second?

MS. CHAMBERS: Second.
CHAIRPERSON NEWTON: Second by Ms. Chambers.
Any discussion?
MS. REITH: If I could just for point of clarity, are you also envisioning a meeting around the selection of the advisory board members? Is that something that would be --

DR. BARTH: Yeah. I think we had agreed, had consensus about that earlier. So I would also --

MS. REITH: So if you would take that amendment to your --

DR. BARTH: Yes.
MS. REITH: Okay.
DR. BARTH: Be glad to.
CHAIRPERSON NEWTON: As amended, motion as amended. Ms. Coffman, did you get that?

MS. COFFMAN: I'm working on it.
CHAIRPERSON NEWTON: Okay. Any further discussion? All in -- Miss -- oh, I'm sorry. All in favor?
(UNANIMOUS CHORUS OF AYES)
CHAIRPERSON NEWTON: Any opposed? Okay. Dr.

Barth, do you have an additional?
DR. BARTH: Yeah. My second motion would be that we -- a resolution that we -- that this board will consider the path forward for LRSD in terms of its governance and other issues after the final results of the ACT/ACT Aspire are made available later in this year.

MS. ZOOK: Is that not understood?
DR. BARTH: I want to be clear. We are going to have a composition change.

CHAIRPERSON NEWTON: Well, let's get a second and then we'll --

DR. BARTH: Okay.
CHAIRPERSON NEWTON: Let's get a second to that.
MS. REITH: I'll second.
CHAIRPERSON NEWTON: Okay. Now, discussion.
MS. ZOOK: I guess based on the presentation that was done earlier I just thought that was the path that was laid forward. Just like we do on fiscal distress, you look at the numbers, you go and it's easy. With this, based on the presentation he made, that that was what we were going to do. So you believe that we need a motion to that effect?

DR. BARTH: I would like us to commit as a board to do that. I think we're going to have composition
change in the board between now and then. I think this board that has spent a lot of time with these issues over the last number of months has some clarity about what is needed to begin to move things forward. It is not required that the Board do that. Certainly, we had some consensus in the conversation. I would just like us to commit in a more formal way. MS. REITH: And if I could -- to add to that vein of, $I$ think, trying to get to your intent, $I$ think for myself as well if it was something along the lines of commitment to a special meeting or work session or hearing, more than -- "consider" I think could be considered broadly, right? That word. And so if we could elaborate on what "to consider" meant, for me, in my head, that would mean some sort of special meeting or commitment to a work session or something that could be open to the public but where we're actually committing to take a certain action of conversation.

MS. ZOOK: Okay. And I know you know this, but to be sure the public knows this we can't meet ever, even just two of us, without it being in public. So -_

MS. REITH: Correct. Yes. Thank you. Yes.
MS. ZOOK: Yeah. I knew you knew it.

MS. REITH: It's redundant, but yes. Yeah. No, just to emphasize.

MS. ZOOK: Yeah. Sometimes --
MS. REITH: Thank you.
MS. ZOOK: -- the things we say and the way they're understood are not always the same. But, yes, I knew you knew.

CHAIRPERSON NEWTON: Any additional comments? Okay. We're ready for a vote. All those in favor of Dr. Barth's motion?

MS. REITH: Again, I'm sorry, if he could amend the language to say something more than "consider." If you'd be willing to elaborate on the word "consider," I would feel more comfortable with your --

DR. BARTH: I need a Thesaurus.
MS. REITH: Or to have a meeting or a session or whatever.

DR. BARTH: To study and -- I don't know what the --

MS. REITH: Can we commit to have a work session or a special meeting?

DR. BARTH: I guess I -- yeah, I mean, of course we would have a work -- we have to take --

CHAIRPERSON NEWTON: I'm not sure this is the
way it's done, but go ahead.
DR. BARTH: It has to take place in a formal meeting.

MS. REITH: Yeah.
DR. BARTH: I don't know if that -- I think we'll have to -- you know -- whether that's a special meeting or whether that's a regular meeting I think in some ways may depend upon timing. And so I --

MS. REITH: Maybe commit to a formal meeting, as you said?

DR. BARTH: Yeah. I mean, that's an action item --

MS. REITH: Yeah.
DR. BARTH: -- where we consider what that data means and how it links into the statute on governance of the district. I don't know if that helps.

MS. REITH: It does for me.
CHAIRPERSON NEWTON: What does it do for you, Ms. Coffman? Did you get that?

MS. COFFMAN: I'm going with action item.
CHAIRPERSON NEWTON: Okay. All in favor?
(UNANIMOUS CHORUS OF AYES)
CHAIRPERSON NEWTON: Any opposed? Motion carries.

A-4: CONSIDERATION OF APPEAL FROM DENIAL OF SCHOOL CHOICE

APPLICATION - WARREN
CHAIRPERSON NEWTON: Moving on to A-4, Consideration of Appeal from Denial of School Choice Application - Warren. Ms. Davis, Jennifer Davis. MS. SALAS-FORD: Good afternoon, Madam Chair. Courtney Salas-Ford, Staff Attorney, filling in for Ms. Davis.

CHAIRPERSON NEWTON: Okay.
MS. SALAS-FORD: Before we get to the actual agenda items, I just want to review the procedures for the Board on school choice appeals. First, all parties with the exception of attorneys that wish to provide testimony must be sworn in by the Chairperson. Beginning with the nonresident district, each party will have an opportunity to make a 5-minute opening statement. Then each party has 20 minutes to present their case. The Chairperson may extend any time as necessary. You may ask questions at any time and request others not giving testimony to provide testimony. The nonresident school district has the burden of proof in proving the basis for the denial of transfer. At the conclusion, you can either make a decision today to grant or deny the appeal or take the matter under advisement.

CHAIRPERSON NEWTON: Okay. Those individuals
from Warren District and others, would you please stand to be sworn in -- individuals regarding A-4? MS. SALAS-FORD: Mr. and Mrs. Warren or Springer -- do you want to do just -MS. ZOOK: It's Jacksonville, the Warren family. CHAIRPERSON NEWTON: Oh, I'm sorry. It's the Warren family; it is the Jacksonville District. MS. SALAS-FORD: Yes, ma'am. CHAIRPERSON NEWTON: Okay. So the Warren family. Who's the other family? MS. SALAS-FORD: The Springer family is A-5. CHAIRPERSON NEWTON: The Springer family. MS . SALAS-FORD: Uh-huh.

CHAIRPERSON NEWTON: Okay. So they're A-5. We're on A-4 right now, Warren family.

MS. SALAS-FORD: Yes, ma'am.
CHAIRPERSON NEWTON: So those that intend to testify would you please raise your right hands. Do you solemnly swear or affirm that the testimony you're about to give is the truth, the whole truth and nothing but the truth?
(ALL WITNESSES ANSWERED AFFIRMATIVELY) CHAIRPERSON NEWTON: Okay. So the nonresident district, please come forward. That's Dr. Thurman. You have 20 minutes, Dr. Thurman.

SUPT. THURMAN: Twenty minutes? Okay.
CHAIRPERSON NEWTON: You don't have to take the 20 minutes.

SUPT. THURMAN: I just need three.
CHAIRPERSON NEWTON: Okay. Good. Good.
SUPT. THURMAN: Tony Thurman, superintendent of the Cabot School District. We did receive a school choice application from the family and were notified by the Jacksonville North Pulaski School District that they would not release the students due to an ongoing desegregation issue. So the denial was based upon JNP's not being able to release the students.

CHAIRPERSON NEWTON: Okay. Thank you. Now the Jacksonville District, anyone -- no one stood for the Jacksonville District -- or did they? I'm sorry.

MS. ZOOK: He's an attorney.
CHAIRPERSON NEWTON: You're an attorney. Come forward. Please give your name for the record.

MR. RICHARDSON: Good afternoon. Scott Richardson; I'm here on behalf of the Jacksonville North Pulaski School District. We sort of went through this last month. Our comments will be very similar. Jacksonville North Pulaski is in a very unique position when it comes to this law. When it was created the agreement that created it was a
federal court order that also set limits on transfers among the three Pulaski County school districts. In order to comply with that limit, PCSSD has opted out of school choice. That limit also references the act, that the districts will comply with it. Jacksonville, having picked up those obligations from PCSSD as it separates from the district, was required to opt out of the general school choice law under which this application that's before you, and I believe the next one as well, were filed. The school choice law either a district is in or out; there's no partial withdrawal from school choice. So based on those set of facts that were given to Jacksonville when it was created we opted out and then had to deny these school choice transfers.

CHAIRPERSON NEWTON: Okay. Thank you. Any questions of Mr. Richardson?

MS. ZOOK: Little Rock and North Little Rock were both a party to that, as well. Right?

MR. RICHARDSON: Yes, ma'am.
MS. ZOOK: And they both have opted for choice.
Right?
MR. RICHARDSON: They were in a different position than PCSSD was when the agreement was entered. I would note at the time that the
settlement agreement was entered PCSSD was not unitary in student assignments but the other two districts had been unitary in student assignments for a number of years. PCSSD was declared unitary in student assignments later, after the agreement. But the agreement does set in place limits on those transfers and Jacksonville is not in a position to disregard that requirement.

MS. ZOOK: And it's 30 students in and 30 out. Is that correct?

MR. RICHARDSON: I think that was the total for PCSSD. In the detachment agreement that this board approved it assigned a proportional number of those students to the Jacksonville North Pulaski School District, which I think gets us about five, maybe a few more.

MS. ZOOK: Okay. Have you allowed any of those five?

MR. RICHARDSON: I don't know. I'd have to check on that.

MS. ZOOK: Is Mister --
MR. RICHARDSON: I could check on that for you, if you'd like.

MS. ZOOK: Is Mr. Wood or somebody from the school board here?

MR. RICHARDSON: Mr. Wood is here. Do you know?
MR. WOOD: I don't know.
MR. RICHARDSON: He doesn't know either.
MS. ZOOK: Okay. And do you allow the children of people who teach out of your district, for those children to go or people who teach in your district who live other places to bring their children with them?

MR. RICHARDSON: Of course, those transfers are under a different law and a different set of rules. But I don't know if there are any transfers under that law.

MS. ZOOK: Does Mr. Wood?
CHAIRPERSON NEWTON: You've got to be sworn. Were you sworn in, Mr. Wood?

MR. WOOD: I'm sorry?
CHAIRPERSON NEWTON: Were you sworn in?
MR. WOOD: I was.
CHAIRPERSON NEWTON: Okay.
MR. WOOD: I didn't intend to exercise that, but I was sworn. We have some teachers that we are in accord with state law in regard to that.

MS. ZOOK: And so you don't feel that it's discriminating against one group over another?

MR. WOOD: You know, I wish it was always that
simple. You use the phrase or the question says "discriminating against one group over another" -and by definition of discriminating, no.

CHAIRPERSON NEWTON: Any further questions? Okay. Thank you, Mr. Richardson.

MR. RICHARDSON: Thank you.
CHAIRPERSON NEWTON: The Warren family, would you like to comment at this time?

MS. WARREN: Am I able to pass out some more papers, some letters?

CHAIRPRESON NEWTON: I didn't understand what you said.

MS. WARREN: Am I able to pass out more letters --

CHAIRPERSON NEWTON: Of course.
MS. WARREN: -- to the Board?
CHAIRPERSON NEWTON: Of course. Okay. You have 20 minutes.

MS . WARREN: Huh?
CHAIRPERSON NEWTON: Twenty minutes.
MS. WARREN: Oh, okay.
CHAIRPERSON NEWTON: We're ready for you to speak.

MS. WARREN: I'm hearing impaired, so I can't hear as good. I'm just passing out papers on behalf
of the doctor that -- Dr. Ward at the Dennis Developmental Center and our pastor from Our Savior Lutheran. I have two twin boys; they're Samuel and Sutton Warren. They're aged 15. My son Samuel, he is a cancer survivor. He has been cancer free for a year-and-a-half -- five years now, just a year-and-ahalf ago. I also have presented to you Sutton, his brother, and that is his twin. Both of the boys excel very well at Cabot school. I would like for you all to consider to keep them there for the stability and the academic learning, to keep them up. I really love Cabot schools. These boys love Cabot. Their friends are up there. Great teachers up there. Our problem has begun when their father passed away in June 17th of 2015. He died unexpectedly. He wanted us to move back into our family home. We were Cabot residents at the time and my boys have been in the Cabot School District since 2010. My daughter graduated in 2015. I would like to keep the children together as a family to graduate in one area, not in Jacksonville. I do not like Jacksonville School District and I don't want any part of it, because Cabot has got more academic -- top higher education. I gave you the death certificate because I wanted you to be aware that it's real. It happened to us and
we're all still grieving for this and we're trying to rebuild our lives, getting back into the home and adjusting to this new change. I drive the kids back and forth to school every day. My daughter helps out as well. She is 20 years old now. Basically, that's -- that's basically what I'm wanting to stress. We love Cabot and we just really want to stay. And I would just like you to consider the boys' stability, to keep that stable for them. I've had, you know, behavior problems with my older son Samuel and I do not like to see that disrupted and make it harder for them to learn and to make new friends and start all over. I don't know what else to say but other -- as a mom I fight for my kids and I want them to stay. CHAIRPERSON NEWTON: Thank you. Ms. Zook has a question.

MS. ZOOK: Yes. Is it my understanding they're at the middle school?

MS. WARREN: No. They are in Cabot Junior High South .

MS. ZOOK: So is their school the one that's in academic distress?

MS. WARREN: No, not -- we --
MS. ZOOK: No, I mean the Jacksonville school.
MS. WARREN: Jacksonville is, I believe, in
academic distress. I have not read up on it. But Cabot I do not think is in academic distress.

MS. ZOOK: No. No. I was meaning the one they would attend if they went to Jacksonville.

MS. WARREN: Well, they would be going to high school.

MS. ZOOK: Okay.
MS. WARREN: And they will start 9th grade this year.

MS. ZOOK: Okay.
MS. WARREN: So these are the last fun years and I really want to enjoy them. I really do.

CHAIRPERSON NEWTON: Any other questions? Okay. Do we have a motion? Or, Ms. Davis -- I'm sorry -do you want to --

MS. WARREN: I'm free to go, right?
CHAIRPERSON NEWTON: Excuse me. You're finished. Thank you.

MS. SALAS-FORD: I was just going to address Ms. Zook's question.

CHAIRPERSON NEWTON: Okay.
MS. SALAS-FORD: The school that they would be attending is not in academic distress, so opportunity school choice is not an option.

MS. ZOOK: Yeah, I realized that when she said
the high school. Thank you.
CHAIRPERSON NEWTON: Okay. Okay. We're ready for a motion, a motion on A-4, Consideration of Appeal from Denial of School Choice Application for the Warren family. What is the pleasure of the Board?

DR. BARTH: Obviously, all these cases are incredibly difficult and the facts, although they differ from parent to parent, are different. I just feel for consistencies sake and for the sake of past getting us -- getting PCSSD and the new district out of court oversight as swiftly as possibly it's our responsibility to go ahead and deny this choice application, as difficult as it is.

CHAIRPERSON NEWTON: Okay. It's been moved by Dr. Barth to deny the appeal. Is there a second? MS. REITH: Second.

CHAIRPERSON NEWTON: Second by Ms. Reith. Any further discussion? All in favor?
(MAJORITY CHORUS OF AYES)
CHAIRPERSON NEWTON: Any opposed?
MS. ZOOK: Aye.
MR. WILLIAMSON: Aye.
CHAIRPERSON NEWTON: Two opposed. Motion carries. The appeal is denied.

A-5: CONSIDERATION OF APPEAL FROM DENIAL OF SCHOOL CHOICE APPLICATION - SPRINGER

CHAIRPERSON NEWTON: The next is Consideration of Appeal from Denial of School Choice Application for the Springer family.

MS. SALAS-FORD: Madam Chair, Courtney SalasFord, Staff Attorney again. The Springer family is here to appeal a decision of the Cabot School District to deny school choice application for the 16-17 school year. The family resides in the Jacksonville North Pulaski School District. And I believe -- were the Springers sworn in?

MS. SPRINGER: No.
MS. SALAS-FORD: Okay. Then they need to be sworn in, Madam Chair.

CHAIRPERSON NEWTON: Okay. Would you raise your right hands to be sworn? Do you solemnly swear or affirm that the testimony you're about to give is the truth, the whole truth and nothing but the truth?
(ALL WITNESSES ANSWERED AFFIRMATIVELY)
CHAIRPERSON NEWTON: Thank you. Dr. Thurman. SUPT. THURMAN: Same situation. Cabot School District received the application and subsequently was notified by JNP that due to the desegregation lawsuit that they would not be able to release the
students.
CHAIRPERSON NEWTON: Okay. Mr. Richardson.
MR. RICHARDSON: Scott Richardson again for the Jacksonville North Pulaski School District; the same explanation as before. Because of the desegregation case and our obligations in that case, again, we're not able to participate in public school choice. And so this application had to be denied.

CHAIRPERSON NEWTON: Okay. The Springers, do you want to come and speak? Would you please give your name for the record, please?

MS. SPRINGER: My name is Misty Springer. I'm the mother of Timothy Board and that's who we applied for. I didn't realize this is going to be the arena, so I'm a little intimidated, but thank you for your time. We moved into the Jacksonville area because my husband is Air Force and we moved onto base to utilize the amenities of what the government provides for us and we love living on the military installation. And we applied for the school choice for all three of my children. I have a daughter who's currently attending Cabot and she goes to the same Junior High South as the Warren Children. And we were denied that. Applied for the opportunity because the Jacksonville Middle was in academic
distress and she has an IEP. So I was very adamant about her trying to get into Cabot because as an IEP student I didn't want her to have to go to a school that needed help when she needed help. I accepted the two sons that were denied and my senior drove them to Jacksonville, to the Jacksonville School District, which is North Pulaski High, all this year while I was driving Hannah to Cabot with my newborn. And we've love Cabot. We love the North Pulaski High. And it saddens me that it's, you know, canceling or going away, the fact that it's closing. This is the fourth high school that my son has attended. This next one will be his fourth. Right? Yeah. It will be his fourth high school because of the military and we've moved around so much. And I'm not at all trying to $I$ want to say bash the Jacksonville High. I really hope that they can make their school district what they want. I just don't want them to test it out on my son. My children were raised in DoDEA schools; we grew up in Okinawa. They, all of them, went to -- I had two graduate from Kubasaki High in Okinawa. So they're used to the school district being there for them and this one is so in transitory and it just seems so up in the air and everything seems so confusing to everybody. And

I just want my son to finish two years of high school with his sisters so I don't have to drive two different ways. And it's been difficult having my children in two different school districts, but $I$ was willing to do it because my daughter needed it. But now that the school is closing, which it was slated to close a whole lot later; I heard that it wasn't supposed to be closing so soon and now it is. So everybody is up in arms. Everybody is up in arms. I just want my son to go to the same district as my daughter. I'm not willing to pull my daughter back into Jacksonville because it's in academic distress and -- but my son, he has two years left. He'll be an upcoming junior. So in order to make it easier -I mean, I'm just asking as a mom to make it easier on me so $I$ don't have to lug an infant to two different, you know, school districts, I mean, one one-way and one the other at two different times and, you know, just dropping them off. We did it, my daughter and I. I picked her up at one school, we went to the high school, and the academy is right behind the high school, so they're right there together. And I'd be picking up my daughter and picking up my son all at the same time, or -- next year if he has to go to Jacksonville I will have to dash to Cabot to get her,
fight the -- I don't know if y'all have been in Cabot, the Cabot traffic, but fight to get back down to get my son from the high school. So, luckily, my husband was able to get off because he works at the med group, and it's not something that can happen very often when you're in the military; your time is not your own. So I'm the -- I'm the everything, and especially if he deploys I'm the one and only. And I've been through deployments; I've been through multiple deployments, and they're not easy.

And I'm just -- and I understand the consistency. And I don't have any right to say anything about the Warren case, but you say consistency; you said consistency about denying her case because everybody else has been denied. What about the consistency of her children going to the same school that they've been going to for the last six years? And you just denied it just like that. You're not thinking about the families. They just lost their father last year and you're going to deny them just for consistency purposes. I disagree with that wholeheartedly. It breaks my heart that they -that you're going to say, "Oh, no, for consistency purposes. Their father passed; well, they still have to go to another school and make new friends." And
that's what you just did to the Warren's. I don't think that she was able to, you know, put that forward enough, but -- and that breaks my heart.

You know, it will put undue stress on the family that I'll have to drive my son to one district and to another district for my daughter. But there's families involved here. It's not a black-and-white letter of the law, you know, and I really think that that's what needs to be looked at as far as what happens with the families because that's what y'all are here for. I don't know how you got elected and how you got put in your seat, but you're here for them and for the people that support them. And I go to IEP meetings all the time, so I'm up at the school district and at the schools speaking with these teachers all the time. And I go up to the high school, you know, just to embarrass my kids, but to be involved in what they're doing. You know, I'm not there to disrupt their classrooms but I want to be involved. I want to know their teachers, and they have -- y'all have great teachers at North Pulaski High. I'm sad that the school is closing. I don't know what to say about Jacksonville High.

CHAIRPERSON NEWTON: Thank you.
MS. SPRINGER: I have been there but --

CHAIRPERSON NEWTON: Thank you for your comment. But this is for clarification. I think Dr. Barth -and he can correct me or add to this -- the consistency comment had to do with the desegregation order and the cases that we hear month after month of families that want to make changes but are denied the opportunity to do that based on the deseg order that we have no choice over. So he was lamenting about the fact that he had to make the decision against what he would like to do. But in the letter of the law, following the letter of the law, so --

MS. SPRINGER: So then what is the appeal process for? If it's going to be a consistency, why are we brought up here? Why have I been here since 9:30 with an infant?

CHAIRPERSON NEWTON: Well, in some cases there are other circumstances that we can consider. So that is the -MS. SPRINGER: And the death of a father is not? CHAIRPERSON NEWTON: Well, you're pleading her case. Thank you for your comment. MS. SPRINGER: I am.

CHAIRPERSON NEWTON: Okay. Thank you. Your five minutes has expired. MS. SPRINGER: Okay.

CHAIRPERSON NEWTON: So any questions or comments? Ms. Zook.

MS. ZOOK: Yes. Ms. Clay or whomever -- yeah -would you explain to them their step beyond us if they don't get resolution here, that they do have another step of appeal?

MS. SALAS-FORD: Yes, Ms. Zook, we can communicate with the families and explain other options.

CHAIRPERSON NEWTON: Okay. We're ready now then for a motion on A-5, the Consideration of Appeal from Denial of School Choice Application for the Springer family. What is the pleasure of the Board?

MS. REITH: I move to deny.
CHAIRPERSON NEWTON: Move to deny by Ms. Reith.
Is there a second?
MS. CHAMBERS: Second.
CHAIRPERSON NEWTON: Second by Ms. Chambers.
All in -- any further discussion? All in favor?
(MAJORITY CHORUS OF AYES)
CHAIRPERSON NEWTON: Any opposed?
MR. WILLIAMSON: Aye.
MS. ZOOK: No.
CHAIRPERSON NEWTON: So we have two opposed.
Okay. The motion passes.

A-6: CONSIDERATION FOR CHANGING THE NAME OF LINCOLN ACADEMY OF EXCELLENCE TO LINCOLN ACADEMY FOR PURPOSES OF ACADEMIC DISTRESS

CHAIRPERSON NEWTON: We're now down to A-6, Consideration for Changing the Name of Lincoln Academy of Excellence to Lincoln Academy for Purposes of Academic Distress. And that's Ms. Barnes.

MS. BARNES: Good afternoon, Madam Chair, Members of the Board. I'm just here to ask the Board --

CHAIRPERSON NEWTON: Excuse me. We're going to ask that you guys, the Springer and the Warren family, if you guys would take the discussion outside please. Thank you. Go ahead, Ms. Barnes.

MS. BARNES: I'm here to ask the Board to classify Lincoln Academy, in the place of Lincoln Academy for Excellence in the Forrest City School District, in academic distress. The Lincoln Academy for Excellence was a conversion charter school and it was on the list last month when we classified the schools, the reason being that it was the school name at the time of the assessments that led to the classification. However, in -- at the end of the 1415 school year the district made a request to drop the conversion charter which changed the LEA number and drop "for Excellence" and just have the name

Lincoln Academy, as well as change the grade configuration from a 5-6 middle school to a 6th grade middle school.

So what I'm asking the Board to do -- and Dr. Hardrick is here; I've had this conversation with her to let her know I was going to make this request. Because Lincoln Academy for Excellence no longer exists in name or configuration or LEA number I'm asking the Board to classify or apply the classification to Lincoln Academy, which is a 6th grade building. And the 5th graders who were in the building at the time of the assessments are now the 6th graders, so they are the same students. It's -the name has changed; the configuration changed; the LEA number and the name that's on our current list is not -- is no longer a school, but the students who were in the school are now the 6 th grade students. So all I'm asking basically is that the classification be applied to Lincoln Academy in its current state, not Lincoln Academy for Excellence. And in times past if a school no longer exists it would cease to be a part of the list in future times.

Dr. Hardrick is here if you have questions regarding what I'm asking the Board to do. It's simply apply the current classification to the
current school and not the school that it used to be. MS. ZOOK: Because the students' scores still are the students' scores?

MS. BARNES: Yes, ma'am.
MS. ZOOK: Okay.
MS. BARNES: It was a 5-6 building and it is now a 6 building. So the 5th graders who were in the 5-6 building are now the 6 th graders in the current building.

MS. ZOOK: Okay.
CHAIRPERSON NEWTON: Is that clear?
DR. BARTH: And it's clear that the subset of students -- that half the students who are in that grade, they are also below 49.5?

MS. BARNES: Yes. Well, they were in the half of the students that made the subset. Now as far as you having both, those 6th graders became 7th graders who are now at the junior high and they are receiving the services that they need and then these 5th graders are now the 6th graders. And so your question is are -- is their performance as low as the same. Dr. Hardrick may have a clearer answer to that. My answer to it is that they made up half of it over the time that they were in the building. And so if we don't classify Lincoln Academy, then it's a
restart but it's not really a restart.
Dr. Hardrick, did you want to --
DR. HARDRICK: Good evening.
CHAIRPERSON NEWTON: Good evening.
DR. HARDRICK: Afternoon. I researched that exact same question about whether or not it was clear if that subset of students contributed to those scores, and actually I have a little different lens on it. I was unable to parse out those 5th graders versus those 6 th graders when we looked at those results. But what you see for those two groups of students is about $48.9 \%$ proficiency. But what I was able to very clearly see was this subset of students that we're talking about I was able to find their performance when they were 4 th graders and when they were 3rd graders, and both times those students scored approximately $60 \%$ proficiency. So when you look at the three-year average of this subset of students that group of students are not performing at a level of academic distress. They are performing above $50 \%$ proficiency. And then $I$ do have that data. And even together it was 48, I think, point nine.

CHAIRPERSON NEWTON: Any other questions? Okay. We're ready for a -- or there's a question.

DR. BARTH: Ms. Barnes, do you have a response
to that just to --
MS. BARNES: Yes, sir. The simple response that I would have to that is that in the event that those students are, then that would also show up on the assessments that we have yet to see. And the current situation that we have is we can leave Lincoln Academy for Excellence on the list; however, that LEA number no longer exists. The students are the same students and that school also is on the priority list simply because it could not be removed as well. So as of the 2015, it's on the priority list. While I don't have the data that Dr. Hardrick is referring to in front of me or to review at this time, I can tell you that overall we have not seen the same progressive upward trend that Dr. Hardrick just responded -- referred to. Now, if we drill down to it I cannot tell you that we won't find that it looks like this group of students or beginning to have an upward trend. My only concern is that if we leave it as it is then in future we will not have the foundation that we are currently working with. So that's why we brought this before the Board. I understand the question and the concern, but when you look at the fact that you have half of the group of students who are currently in the building we will
know because they are under the same instruction and they are now the 6th graders that will be in the building -- will be moving forward to the junior high, so --

MS. ZOOK: Is this time sensitive or could we table it and look at it when you've had a chance to look at the data at the June meeting?

MS. BARNES: I don't know; is it time sensitive, other than the fact that we will be in the district next week working with those -- or doing evaluations to work on the recommendations? Actually, yes, I think it probably is time sensitive, as I talk about it, because we use the month of May; the school improvement specialists are in all of these schools in order to work within the timeframe of the rules and the law, and then those recommendations will come before the Board at a later date. But we are this month and we are in that window of time. We won't have the results of the ACT Aspire in time to see whether or not it should be, but when we do have the ACT Aspire and it has been corrected we will know at that time. But that will be in the fall. So, again, I don't have it and I would hesitate to put Dr. Airola on the -- I know she's over there trying to look. Other than tabling it until maybe a later time
in the meeting maybe -- I don't -- I don't know about that part. But I think it is time sensitive.

MS. ZOOK: It seems to me like, Board, that I remember when Forest Heights was changed from a middle school in Little Rock to a K-12 school, the LEA number changed and everything, that we went ahead and stayed academic distress and then at the end of another year it came off the list because of that. So if I'm not remembering incorrectly, this -- we have done this in the past where it stayed that way and then the following year it was. Am I remembering correctly, Jay, Mireya, Joe?

DR. BARTH: I can't remember. I remember the conversation, but I can't remember what we decided on it.

MS. ZOOK: Yeah.
CHAIRPERSON NEWTON: So your recommendation is?
MS. BARNES: My recommendation was that we apply the classification to the current school in its current state as opposed to leaving Lincoln Academy for Excellence on the list, which no longer exists.

CHAIRPERSON NEWTON: If there are no further -I'm sorry.

DR. HARDRICK: May I just --
CHAIRPERSON NEWTON: Dr. Hardrick.

DR. HARDRICK: May I just add one additional point?

CHAIRPERSON NEWTON: Absolutely.
DR. HARDRICK: I think that when we started talking about labeling academic distress it's not just about student performance; there were so many other factors that are there. And so in my mind Lincoln is a start-up and so should be treated like any other school that would be a start-up in its first year of operation. We chose to reconstitute the entire school. There's a completely new administrative staff there. There are new teachers that are there in the building. And so the only thing that's the same is $50 \%$ of the students.

CHAIRPERSON NEWTON: Okay. So if there are not any further questions, what's the pleasure of the Board?

MS. CHAMBERS: I move to approve the recommendation.

CHAIRPERSON NEWTON: Okay. It's been moved by Ms. Chambers. Is there a second?

MS. REITH: Second.
CHAIRPERSON NEWTON: Second by Ms. Reith. Any further discussion? All in favor?
(UNANIMOUS CHORUS OF AYES)

CHAIRPERSON NEWTON: Any opposed? Then the motion carries.

COMMISSIONER KEY: Madam Chair --
MS. BARNES: Thank you, Madam Chair.
CHAIRPERSON NEWTON: I'm sorry.
MS. BARNES: Oh, I'm sorry.
COMMISSIONER KEY: Well, go ahead, Ms. Barnes.
MS. BARNES: I was also going to simply say the additional piece to that is next week, Monday and Tuesday, the team, along with my self, Mr. Harvey, Dr. Wilde, we will be in the district and we will have a more comprehensive evaluation at that point. Dr. Hardrick did point out that, you know, maybe $50 \%$ of the students are -- and in that case, that also constitutes why I made the recommendation.

CHAIRPERSON NEWTON: Yeah. I heard that earlier. Thank you for further explanation.

A-4: CONSIDERATION OF APPEAL FROM DENIAL OF SCHOOL CHOICE APPLICATION - WARREN FAMILY (continuing)

CHAIRPERSON NEWTON: Commissioner Key.
COMMISSIONER KEY: Madam Chair, Ms. Warren -the Warren family provided us with information that has personally identifiable information. If we could pass that over to Ms. Helton and we will make sure that gets taken care of appropriately.

CHAIRPERSON NEWTON: Let's take a 5-minute break and reconvene at 2:40.
(BREAK: 2:35-2:45 P.M.)
(COURT REPORTER'S NOTE: Ms. Reith left the meeting during the break.)

A-12: CHARTER PANEL ACTION ON DISTRICT CONVERSION PUBLIC CHARTER SCHOOL AMENDMENT REQUEST: BADGER ACADEMY

CHAIRPERSON NEWTON: We're going to move just a little bit forward in our agenda to action item A-12, which is the Charter Panel Action on District Conversion Charter School Amendment Request: Badger Academy. Ms. Boyd, would you come? Thank you.

MS. BOYD: Thank you, Madam Chair. On April 20, 2016, representatives of Badger Academy appeared before the Charter Authorizing Panel requesting an amendment to their charter. By a unanimous vote the Panel approved the request. No request for the State Board of Education to review the decision made by the Panel was submitted. The State Board may exercise a right of review and conduct the hearing on the Charter Authorizing Panel's determination at the State Board's next meeting.

As a reminder, your motion today is to review or not review. And if you do decide to review, you'll need to state the reasons why you want to review and
any additional information you may need.
CHAIRPERSON NEWTON: Okay. Any questions for Ms. Boyd relative to A-12? Dr. Barth.

DR. BARTH: I move to not review the decision of the Charter Authorizing Panel.

CHAIRPERSON NEWTON: Okay.
MR. WILLIAMSON: Second.
CHAIRPERSON NEWTON: Okay. There's a -MS. ZOOK: Wait, wait, wait. Where are you all? CHAIRPERSON NEWTON: A-12. MS. ZOOK: Oh, A-12.

CHAIRPERSON NEWTON: There's a motion not -MS. ZOOK: What happened to 7 and 8 and 9? CHAIRPERSON NEWTON: We skipped over them. There's a motion by Dr. Barth to not review the Charter -- the Panel's recommendation and there's a second by Mr. Williamson. Any questions? All in favor?
(UNANIMOUS CHORUS OF AYES)
CHAIRPERSON NEWTON: Any opposed? The motion carries. Thank you, Ms. Boyd.

MS. BOYD: Thank you, Madam Chair.
CHAIRPERSON NEWTON: Is that your only -- that's
your only one, isn't it?
MS. BOYD: Yes, ma'am.

CHAIRPERSON NEWTON: Okay. Thank you.
A-7: DISTRICT REQUEST FOR WAIVERS GRANTED TO OPEN-ENROLLMENT CHARTERS: FORREST CITY SCHOOL DISTRICT

CHAIRPERSON NEWTON: Going back to A-7, where we left Ms. Zook, District Waiver for -- District Request for Waivers Granted to Open-Enrollment Charters: Forrest City School District. Mary Perry.

MS. PERRY: Thank you, Madam Chair. Act 1240 of 2015 allows the school district to petition the State Board of Education for all or some of the waivers granted to open-enrollment public charter schools that draw students from the district. Representatives of the Forrest City School District are appearing before the State Board with a petition for waivers. And Kendra Clay will come and talk about the procedures with you, and Dr. Hardrick, as you know, is here.

MS. CLAY: Good afternoon. Kendra Clay, General Counsel for the Department of Education. As you know, you do not --

MS. ZOOK: Sound.
MS. CLAY: No sound? I'll stand -- is that better?

CHAIRPERSON NEWTON: Yes.
MS. CLAY: No? I can't get much closer.

CHAIRPERSON NEWTON: I can --
MS. CLAY: Okay. As you know, you do not have rules that outline procedures for these district requested waivers, but you have followed some procedures in the past and I would recommend that you follow those same procedures today.

All persons with the exception of attorneys need to be sworn in. The district will have 20 minutes to present its request for waivers. Any parties opposed will then have 20 minutes to present their reasons for opposition and the district will follow that presentation with 5 minutes of rebuttal. You will then take time for discussion and questions and you may vote on the matter today or take the matter under advisement, but you will have to make a decision within 90 days of receipt of the petition. So if that becomes an issue, we will look at the date that the petition was actually received. And as a reminder, you have the option to grant in whole or in part or deny in whole or in part these waiver requests. Do you have any questions?

CHAIRPERSON NEWTON: No. Okay. Anyone that -the superintendent of Forrest City, of course, stand to be sworn. Any others intending to give information or testimony concerning this action item
-- would you stand and be sworn please, sir? Would you raise your right hand? Do you solemnly swear or affirm that the testimony you're about to give is the truth, the whole truth and nothing but the truth?
(ALL WITNESSES ANSWERED AFFIRMATIVELY)
CHAIRPERSON NEWTON: Thank you. Please step forward. You have 20 minutes, starting with the Forrest City district.

DR. HARDRICK: I won't take 20.
CHAIRPERSON NEWTON: Okay. We'll hold you to it.

DR. HARDRICK: All right. All right. I first would like to -- I spoke with Kendra and there's a couple of waivers that I will need to add that work in conjunction with other waivers. So I'm asking to amend and add 6-42-109 and 6-20-2208 (c) (6).

CHAIRPERSON NEWTON: Okay. Yeah. Can you share with us what they are?

MS. CLAY: Board Members, both of those statutes relate to gifted and talented. And as you know, often when you request a waiver of the subject matter several statutes and rules go into that request. So upon review of the waivers they had requested, it was discovered that they needed these two additional statutes to compliment their gifted and talented
waiver.
CHAIRPERSON NEWTON: Okay.
DR. HARDRICK: The part that I added about the gifted and talented is that the only part of the waiver that we're particularly interested in is in $K$ 2 students must take -- have a gifted and talented teacher. And given the challenge of hiring a gifted and talented teacher we would like our teachers to be able to deliver those units, which they are allowed to do but they're only allowed to currently do it a couple of lessons a month and it's offered once a week. And so we have a challenge of having a GT teacher that can go in and cover the 800-student school with the GT requirements. But it's not that we don't want to offer the GT curriculum.

So all the waivers that we're currently requesting relate to teacher certification. The Arkansas Department of Ed. did release those critical academic shortage areas and many of those areas are heightened when you're in our part of the state. And so we have a very large challenge of -- sometimes of hiring teachers in areas such as art, family consumer science, Spanish, et cetera. And so our options sometimes become long-term substitutes and that's -that is, you know, what we don't want to do for our
students. You know, part of the vision in Forrest City has to be -- is to be innovative and aggressive in our approach, and so we're trying to do that through these waivers, to be as innovative and aggressive as possible, putting the best person in front of our students. Currently, Forrest City has experienced some growth based on PARCC. All of our schools grew letter grades between 10 and 39 points. Our junior high school was named a growth -- a reward school for being in the top $5 \%$ of growth, and we met and exceeded all of our growth goals. So we're trying to do the right work but we need a little help in insuring that we can continue to grow by putting the best people in front of our students.

We did not want to rely on waivers, so we have implemented a very aggressive recruitment plan. The Deputy Superintendent and my self personally attended to date eight teacher recruitment events, in state and out of state. We have expanded our marketing efforts from advertising, not just in the local area but for Memphis to Little Rock, Pine Bluff. That has become our span of our market. We have also reached out and attempt to partner with the Arkansas Teacher Corps, Teach For America, and so we're hoping that we can get some of those teachers as well. But as a
result of our recruitment efforts what we have been able to do so far is just get some quality candidates that $I$ would like to extend offers. One example is an art teacher who has a master's in visual arts who has taught at a charter school for five years that's from the area, so they also have teaching experience; a candidate that has a Ph.D. in science that would like to teach physics and has some experience there. And so I think that these are better options for our kids than long-term substitutes. We have also not been able to offer Spanish in our district for over -- almost six years and we're hoping to be able to do that and we have a candidate who has a juris doctorate, who has practiced immigration law and has taught Spanish abroad and is also from the area and is looking for a second career. And so I'm hoping that you will grant these waivers so that I can extend offers to these candidates so that we can insure that our kids have quality teachers in the classroom. I'm certain these kind of candidates, a charter school would hire them and can hire them and I just want the same opportunity for my students.

CHAIRPERSON NEWTON: Okay. Any questions? Doctor -- Ms. Zook, are you --

MS. ZOOK: Go ahead.

DR. BARTH: A question on the AP front. How many students did you take -- have take AP exams this year and how many made a three or higher?

DR. HARDRICK: I'm not sure how many of our students had three or higher. We do have a lot of AP courses. I'm not certain the exact number of the kids that take the exam. I know that we have a big emphasis on concurrent enrollment. And just like a class night last night, we have 32 students that are graduating with over 54 hours from the community college. And so we do have a push for our students to be college ready.

MS. ZOOK: So if you get the waiver on the AP, the student might gain concurrent credit but not the college credit that an AP course would afford them if they scored high enough. Is that correct?

DR. HARDRICK: Well, our students -- whether you do concurrent enrollment or AP, you still could receive the same college credit.

MS. ZOOK: Except --
DR. HARDRICK: We are not looking to do away with AP. The challenge for us is around certification. And so I want that candidate to still be able to teach an AP course, if necessary.

MS. ZOOK: But College Board has to approve an

AP teacher and you don't have to pay if you take an AP and score high enough to get the college, whereas many times concurrent credit there is a charge. DR. HARDRICK: That's correct.

MS. ZOOK: So I guess help me understand. If you have a teacher teaching AP physics and they're not a College Board AP teacher, does that mean if the student completes the course and scores would they even be able to take the AP test? And if so, would they be able to get the college credits since it's not a board -- a College Board teacher?

DR. HARDRICK: I don't know the specific answer to that. My thinking was that if the teacher was granted the waiver and was allowed to be able to teach the course that our students would be able to.

MS. ZOOK: Yeah. I'm not sure -- this came up in the district where I live and there were some teachers -- so they wound up having to do like concurrent credit but they couldn't do AP because the teacher wasn't College Board. So, Jay, does that -is that correct?

DR. BARTH: Correct.
MS. ZOOK: Okay.
DR. HARDRICK: Okay. I will research.
MS. ZOOK: Okay. I guess that would be one
concern is that the cost to the student and also that the student is aware that this isn't a true AP course because it's not being taught by a board certified teacher. And I don't know; somebody -- maybe Stacy can answer. Can you become board certified to teach an AP course if you don't have a traditional teaching license?

MS. SMITH: I think you have to have a teacher's license to go into the program.
(COURT REPORTER'S NOTE: Ms. Reith returned to the meeting.)

MS. ZOOK: Okay. Okay. And I know KIPP is the example that you give as the charter --

DR. HARDRICK: Yes.
MS. ZOOK: -- which I understand. But right now it's 5th and 6th -- or will be next year 5th and 6th, and so AP doesn't apply to them yet.

DR. HARDRICK: Well, that's the KIPP in Forrest City. That KIPP has a bus that they currently run to their campus in Helena --

MS. ZOOK: Okay.
DR. HARDRICK: -- from Forrest City that are
Forrest City students.
MS. ZOOK: Okay.
DR. HARDRICK: But I'll also add the other point
that currently the district pays the cost. Our students do not pay for those courses, concurrent enrollment courses.

MS. ZOOK: Okay. So they get the credit.
DR. HARDRICK: Yes.
MS. ZOOK: It's just it's not AP credit necessarily.

DR. HARDRICK: That's correct.
MS. ZOOK: Okay.
CHAIRPERSON NEWTON: Any other questions? Thank you.

DR. HARDRICK: Uh-huh.
CHAIRPERSON NEWTON: Is there anyone here to speak in opposition to granting these waivers that Forrest City School District has requested?

MR. HENDRICKS: Thank you. Davis Hendricks with Arkansans for Gifted and Talented Education. And I sent $y$ 'all letters with this, but prior to knowing what the specific requests were of the district -- we knew they were asking for waivers regarding gifted and talented and advanced placement, but we didn't know specifically. After hearing specifically what she's asking for from the standpoint of advanced placement, our concern is that there's extensive training, as has already been mentioned by Ms. Zook.

Our concern is whether or not the students in those AP courses would really get the quality that's necessary for them to have the opportunity and make the grade, the threes, fours and the fives. We also are very concerned about the idea of watering down any aspect of our delivery of AP courses. College Board is very stringent and one of the things that separates the advanced placement from concurrent enrollment is the level of rigor. The level of rigor in concurrent enrollment classes across the state varies from school to school and we don't have a problem with any of the aspects of rigor in those, but it's not standardized like advanced placement is. AP through College Board is very standardized across the country. So that was our main concern. After hearing that I had to kind of reframe our remarks to address her specific request. So we would be very concerned about any change in the certification requirements.

The K-2 gifted and talented, that aspect, once again there's a certification required to serve gifted kids and there's more to it than just a teacher delivering a curriculum that's been prepared. Now if that curriculum was developed and prepared in conjunction with the GT coordinator and some training
was provided to those -- but I think our real concern about these kinds of waivers with gifted programs and AP is that we do have statutes on file that these are programs we offer to address the needs of the specific group of kids in our schools. And we think that there should be some real consideration given as to what's done in lieu of what is required by our guidelines. As long as our Office of Gifted and Talented were involved in the process of reviewing what districts are going to try to do, instead of offering according to our guidelines, we would welcome that. Getting out of the box is fine. But until such time as there is that review process or that kind of coordination with the Office of GT at the Department of Ed., we'll look at every waiver from gifted and talented and advanced placement very, very critically.

The other issue that we have with these waivers is we know that this -- that Act 1240 does not carry the same level of accountability and review than what is done with the charter schools. They have to go under review. And it's our understanding that when you grant a waiver under 1240 there's no real process for going back and changing that decision. That waiver is going to be there until we go back and
statutorily put something in the law that would require that review. So we'd be very hesitant to grant those kinds of changes in the -- for the potential that the services wouldn't be at the level of quality that the kids are used to or that the kids certainly deserve.

CHAIRPERSON NEWTON: Okay.
MS. ZOOK: What do you --
CHAIRPERSON NEWTON: Ms. Zook. I'm sorry; Ms. Zook has some questions. Go ahead, Ms. Zook.

MS. ZOOK: In those districts that obviously they're trying their best but they have no candidate for -- that is GT certified, would you rather the waiver or would you rather an assigned sub who isn't GT certified?

MR. HENDRICKS: Say that -- say it one more time. I'm sorry. I've got to process that.

MS. ZOOK: Okay. She -- obviously, you know, it's a good school district, engaged superintendent, people trying their best.

MR. HENDRICKS: Certainly.
MS. ZOOK: They can't find a GT teacher and so they -- if they don't get the waiver, they have to get an assigned sub who is also not GT certified and could be temporary for a few months or a year and
maybe change the next year. So I guess, you know, what comes to us is do we give the waiver with the knowledge that if she could find one she will do that, but if she can't -- you see the quandary we --

MR. HENDRICKS: Sure.
MS. ZOOK: -- we find ourselves in?
MR. HENDRICKS: Yeah. I think that in any other area that requires a certain type of certification there's an ALP or, in other words, a way to get folks certified over a period of time. There needs to be some process in place. We would want to see or have the Department and the Board be able to see that there is a way to where we haven't just waived that requirement for the certification, but within a certain amount of time whoever is delivering those services and is working with the GT coordinator in that district to make sure the curriculum is being delivered is at the quality of what was expected. We think there's a lot of leeway and kind of flexibility in this when you grant a waiver. We would want to see a more specific example of how you're going to insure that you're going to work toward having a certified person there -- and even the person that they selected to do that work could be working on their certification in GT. And if we saw some effort
being made or something in the plan that would guarantee that, we'd feel a lot better about it.

CHAIRPERSON NEWTON: Okay. Any other questions? MS. ZOOK: Did she put a time limit on this? CHAIRPERSON NEWTON: She's going to come back for a summation. Would the district representative come back for your 5-minute summation? And also I think Ms. Zook --

DR. HARDRICK: Sure.
CHAIRPERSON NEWTON: -- has a question.
MS. ZOOK: I was just saying if it's there I overlooked it. Did you put a time limit?

DR. HARDRICK: No. I did not put a time limit the way it's currently written, but $I$ will be willing to do a time limit. Because we want certified teachers; we're just in a position where currently we don't have enough applicants.

So one of the things $I$ would like to do is just kind of respond to some of the statements. One, the last thing that we as a district will ever do is water down our curriculum, whether it's GT or any other curriculum. As a parent of two students in the Forrest City School District who are both enrolled in pre-AP courses, I wouldn't water down curriculum for my own children as opposed to the students that I'm
responsible for. In addition, so I would love any support that they would offer beyond today when I'm asking for support in the form of waivers. We'd be more than willing to train and allow them to train and support us in preparing teachers for GT. But as of today, I have not received any of that support and, therefore, that's why I'm here today to try to insure that we can continue to offer GT and pre-AP for our students. We have hired candidates that are certified in our agriculture, which is another hard to staff area. The one candidate that applied that was certified, we hired that one candidate. So we are looking for certified teachers but we just need all options so that we don't start school with longterm subs who are not certified, nor do they have a degree in a specialty area.

CHAIRPERSON NEWTON: Okay. I think the gentleman is nodding his head like he's willing to work with you. Do you want to step forward? And while he's coming forward, could you -DR. HARDRICK: Yes, ma'am.

CHAIRPERSON NEWTON: If you're interested in putting a timeline on it, could you -- are you prepared to do that today? DR. HARDRICK: Yes, ma'am. If we could be given
somewhere between three to five years, three years or five years would be great.

CHAIRPERSON NEWTON: Okay.
MR. HENDRICKS: Just that we would be glad -there's -- the Office of Gifted and Talented, I know, at the Department of Ed., if they were aware, could be involved. And within AGATE we have folks that are retired who love to be in the process of helping and could provide training -- folks who have been certified and have master's degrees and gifted ed. for numerous years. So if they reach out, we'll respond. Absolutely.

CHAIRPERSON NEWTON: Okay. Thank you. Any questions?

MS. ZOOK: I think a comment. I know that in most times with charters, if I'm not mistaken, the not needing or having to have certification in an area is typically not -- is in core areas. In core areas we usually expect certification, with the possible exception of KIPP who has a national wellrecognized organization where they train teachers in AP areas and other areas. So I'm a little reluctant to approve, for example, in physics for AP but I guess we could call it just regular physics and they could get concurrent credit but not AP. I don't
know. Jay, help me with that.
DR. BARTH: Well, and my concern here on the AP front is I think we know that those are simply more demanding courses typically --

DR. HARDRICK: Yes.
DR. BARTH: -- in terms of better preparing students for college. And especially, obviously, if the scores are high enough then one also gets credit. And so, yeah, I'm really hesitant on any of these. And I understand. I'm very sympathetic to the challenges that Forrest City faces in terms of getting personnel. But I just -- I don't see -- this is the first -- really the -- maybe first waiver request that has been so explicit about "we just can't get the personnel." There's really not a plan here; it's really a -- you know -- we're just trying to get through. And I appreciate the superintendent's recognition that this -- she doesn't want to water this down, but $I$ do think at the end of the day it is watering it down. And so I'm very concerned. I'm really concerned in that, you know, early grades where, you know, talent identification occurs in so many cases and, you know, those first few grades of school on gifted and talented and that has ramifications, you know, all along the process.

So, you know, I'm sympathetic but this feels worrisome to me.

CHAIRPERSON NEWTON: Any other questions? Any other comments?

There's someone -- there's a Mr. Hendricks that had signed up for public comment. Oh, you're Mr. Hendricks. Okay. I'm sorry. Okay.

COMMISSIONER KEY: Madam Chair, just a word of not warning but just be on the alert because based on feedback we're getting -- I mean, we heard from Southeast Co-op last week and there are schools in the Southeast Co-op -- there are 90 positions that as of right now schools in that co-op have not been able to fill, similar to what Dr. Hardrick is talking about. There's a good chance we will see more of these types of waivers. So, you know, you talked about specifically the first time that someone says "we can't find anyone;" it's very likely that they will -- that there will be more that will be coming.

MS. ZOOK: Is there a reason why the requests are for waivers and not going the assigned sub route or that we see almost monthly that Ms. Pfeffer presents --

COMMISSIONER KEY: I really don't have a good answer for that.

CHAIRPERSON NEWTON: Any other comments or questions? Ms. Clay.

MS. CLAY: Madam Chair, before you move forward I would like to ask Dr. Hardrick to come back up and clarify whether she intends the duration of her request to be three or five -- three, four or five. She said three to five, but you'll need some more clarity if you move forward with this as in a specific number.

CHAIRPERSON NEWTON: Okay.
DR. HARDRICK: I'm requesting those waivers for five years.

CHAIRPERSON NEWTON: So that concludes the presentations. What's the pleasure of the Board? Is there a motion?

COMMISSIONER KEY: Just I would remind you -Ms. Clay, if you could correct me if I'm wrong, but the law says you may approve in whole or in part or deny in whole or in part =-

MS. CLAY: Correct.
COMMISSIONER KEY: -- of these waivers that were requested?

CHAIRPERSON NEWTON: Given that explanation, is there a motion?

MR. WILLIAMSON: I move to deny the request.

CHAIRPERSON NEWTON: In whole or in part? MS. SAVIERS: Second.

MR. WILLIAMSON: In whole.
CHAIRPERSON NEWTON: In whole. It's moved by Mr. Williamson to deny the request in whole; it was seconded by Ms. Saviers. Any discussion? All in favor?
(UNANIMOUS CHORUS OF AYES)
CHAIRPERSON NEWTON: Any opposed? Okay. Then that request for waivers is denied.

A-8: DISTRICT REQUEST FOR WAIVERS GRANTED TO OPEN-ENROLLMENT CHARTERS: HARRISON SCHOOL DISTRICT

CHAIRPERSON NEWTON: Moving on to A-8, District Request for Waivers Granted to Open-Enrollment Harrison School District.

MS. PERRY: Mary Perry, Division of Learning Services. Act 1240 of 2015 allows a school district to petition the State Board of Education for all or some of the waivers granted to open-enrollment public charter schools that draw students from the district. Representatives of the Harrison School District are appearing before the State Board with a petition for waivers and Superintendent Mindy Moss will begin the presentation.

CHAIRPERSON NEWTON: Would you raise your right
hands? Do you solemnly swear or affirm that the testimony you're about to give is the truth, the whole truth and nothing but the truth?
(ALL WITNESSES ANSWERED AFFIRMATIVELY)
CHAIRPERSON NEWTON: Okay. Would you state your name for the record, please?

SUPT. MOSS: Melinda Moss.
CHAIRPERSON NEWTON: Mott, M-o-t-t?
SUPT. MOSS: Moss, M-O-s-s.
CHAIRPERSON NEWTON: Go ahead.
SUPT. MOSS: Good afternoon. I am so excited to present our program to you today. And if you will notice in your packet, we are requesting very targeted and specific waivers and only those that we need to implement our advanced learning opportunity program that we're proposing. I have been informed by Ms. Clay that we need to also add two waivers; one is 6-17-919 and that relates to licensure, and the other is 6-15-902 and that relates to grading scale. The licensure waivers that we are requesting today are not for core courses. What they are specifically outlined for you in our packet is courses related to industry certifications, and that would be elective course credit within our district.

I'd like to introduce some other people that
took the trouble to drive three hours down the mountain in the pouring rain this morning and to also illustrate the synergy and collaboration within our community that has brought us to this point. We have Mr. Ken Stuckey who is director of talent acquisition for Pace Industries, which is a major employer in our community. We also have representatives from North Arkansas Community College. We have representatives from our Harrison Chamber of Commerce, and others that could not be with us but sent letters like Representative Ron McNair and Wabash Industries, as well as the North Arkansas Regional Medical Center.

We have been looking for three years at opportunities across our state. We have gone to school of innovation conferences. We have looked closely at the conversion charter program. And then what really brought this I would say to the forefront of our attention and to our point today is that our college received the Workforce Planning grant, which was an impetus for us to meet extensively over the last year and work toward writing our workforce planning grant, which I believe will be due June 1st. And so we'd like to thank the college for that collaboration. Also, Denise Airola has been tremendously helpful to us in putting together our
program and even accompanied us when we went to the Salt Lake City tour of Early College High School. We've looked at Siloam Springs Manufacturing Academy, many other programs, and what we've done is take a thoughtful pieces and parts of each of those to what we feel will fit in our community to help address issues that we're seeing in our own town with providing students with college and career readiness and meaningful workforce opportunities as they go forward.

I would like to turn over to Mr. Keaster at this point who is our high school principal, who will give you more details about our advanced learning opportunity program.

MR. KEASTER: Thank you, Dr. Moss. My name is Bill Keaster; I'm the high school principal at Harrison. And I'm going to go through the PowerPoint here that I've prepared. I think we also had this in our board packet as well. Just to kind of give you an overview of what we are actually proposing, HALO is the Harrison Advanced Learning Opportunities. As Dr. Moss mentioned, there are several reasons for the HALO. We have toured Springdale School of Innovation, the Salt Lake City Innovations Early College High School, Pea Ridge, Career Academy of

Siloam Springs, and we've kind of brought that back to Harrison and with our partners sat down and talked and worked out some things as far as what we think would be beneficial to us.

Our mission is real simple. It's to maximize the learning of every scholar. We have a good traditional high school at Harrison. We're not perfect but we have a good high school. We're asking to implement this offer -- we're asking to implement this pilot program to offer other options for some of our students. Some students like the traditional high school that we have and they do very well. However, others are sometimes bored because the pace is too slow; they're ready to move on. Other students are too stressed because somewhere along the way they missed a concept and the pace is too fast for them. Also, you know, over the school --
(COURT REPORTER'S NOTE: A dial tone was heard from the conference phone, indicating Board Member Vicki Saviers had disconnected the call.)

MR. KEASTER: Over our educational career, you can take a picture of the schools in 1920s, the 1950s, the 1990s, and even in 2000s. Schools have changed very little. Yes, we have modernized; we have updated with technology; we've updated desks,
but the classroom itself is pretty much the same. The school is still -- you know -- we're trying different things. We're trying project based learning, we've implemented technology, but there still needs to be something more. We're currently on a seven-period day, seven 49-minute class periods. We have a 30-minute enrichment encore period that we call Gob time. But every minute of the day is scheduled for the students. This is the configuration on the left of the traditional classroom. Science students are in the science classroom, math students are in the math classroom, so-forth. What HALO would look like at Harrison High School next year is that students would learn in different classrooms wherever they feel the most comfortable. If they have a connection with that science teacher, why can they not do math in that science classroom? They would also be in a lab and I'll get more to the specifics of what that would look like here in a minute.

In our pilot year what we are proposing is to offer it to 100 students. These students would be our students. They could be special education students, they could be regular students, they could be AP students. Any student that is currently
enrolled in Harrison School District would have an opportunity to apply. Obviously, if we have more than 100 students apply then we would choose students based on a lottery selection system. We're proposing to start out in grades 10 and 11; 9th grade is not on our campus this year. We've currently passed a millage; 9th grade will be on our campus the 17-18 school year. So we're proposing to offer -- to start with grades 10 and 11. This would only be for the four core subject areas: math, science, English language arts, and social studies. The four teachers that we have selected and have volunteered to be in this program are all currently certified, traditional certification with initial licensures in the subject areas that they teach. The curriculum is going to be facilitated by these teachers $24 / 7$ through one-to-one technology. The teachers will have regular classes scheduled. The students will go in there, take the class, but in addition to that if students are working at a faster pace they may be allowed to go into a silent lab, another classroom to get some of their work online. However, for students that are slower or have struggled with some concepts the teacher would do a re-teach maybe that afternoon for some of those individual students, thereby lowering
the teacher-student ratio and providing extra help for those students that need it. Those students that are advanced and move on when they hit a stumbling block the teaching would simply schedule a mini-teach during the day and she would facilitate that lesson with those individual students on that particular lesson. The students that would be in our HALO program would still go to traditional classes, like agri, choir, band, athletics, family consumer science, so they -- we call these the brick-andmortar classes. They would still attend for the 49 minutes every day, whatever period was in their schedule. We would still have, you know, bells and that would kind of dictate where the students are at certain times of the day. Now in future years, you know, we're hoping to grow this to 200 students next year in grades 9 through 12.

One of the big pieces with this proposal is not just the curriculum and the pace and place and path for the students. A big piece of this program is the mentor-mentee program. Mentors will meet with these students once per week. These four teachers would have 25 students as their mentees. They meet with them once a week; whether they're ahead, behind, on track, they meet with them each week and set goals.

The mentors will view all subjects that the students are enrolled in and they keep track of that and they set those goals based on how well the student is doing. Mentors of students will define goals for the upcoming week and these will be shared with the parents. The student -- the mentors will continue to monitor the student progress, like I said, in all their classes and students will be classified by different levels of responsibility. We use the stop light. If a student is behind in a majority of their classes, they're considered red and they would have to go to their assigned classes. If they were yellow, you know, they may be behind in one or two classes; they would have to attend the class where they are behind. If a student is green or is on track or ahead of pace in all subjects, that student would be given the freedom to go to the classroom where they learn the best, whether it's the library, a silent lab, wherever they're comfortable with. They may have a relationship with their mentor and they feel comfortable learning in that mentor's classroom. So that's kind of how we've set up the students with the red, yellow and green.

And let me point out the teacher -- the mentor teacher -- it says here the teacher dashboard sample;
when the mentor looks at an individual student, they don't just see how the student is progressing in their specific class. They see how the student is progressing in every single class in HALO that the student is participating in. That allows them to write goals and make sure that student stays on track in all of the core subject areas.

HALO will allow students more flexibility. It's going to be -- allow for more parent contact. And one thing I failed to mention, besides the weekly meetings with the students, the mentors will meet at least monthly with the parents. Obviously, if a student is struggling and we need more contact we're going to call that parent to come in and we will have more parent-teacher conferences on a one-on-one basis.

It gives the students some responsibility over their education. Right now they go into a classroom and they sit there, the teacher goes through the curriculum, the hope -- we hope at the appropriate pace. And sometimes the students get it and sometimes they don't. But this is kind of shifting the responsibility back to the student. It gives the students time to pursue their passion, what they're interested in. If they have finished a math class,
they go ahead and can start on another math class. And we're hoping then in grades 10, 11 and particularly in 12 this will allow students more of a choice to take concurrent credit classes, to maybe partner with some of our workforce partners, with job interns or possibly employment. So it just frees up a lot of time for the student and gives them control of their time, place, pace and path.

HALO is a personalized learning -- is personalized learning. It's also a blended program that provides a flexible and extended instructional day in a teacher facilitated personalized learning environment, alongside the expanded industry certifications and concurrent credit opportunities that we currently have and are looking to expand. We also think that this engagement, along with our project based learning, will increase student engagement and make it more possible for students to achieve and be better prepared so they're college and career ready.

The result: personalized instruction opens new options, opportunities and pathways to the future. We're not changing but one small section of the school. We're still going to have a traditional school like we currently do. We're just asking for
the option and the opportunity to have this HALO program to help some of our students when the pace is too fast or too slow. Thank you. And I'll be glad to answer any specific questions.

CHAIRPERSON NEWTON: Okay. You have about five-and-a-half minutes to finish up your presentation.

SUPT. MOSS: Just to wrap up, this will allow us to have students flex in and out of the schedule as is appropriate to each student, to look at certain industry certifications or concurrent credit opportunity as well. In your packet I gave you some specific examples because it's always good when you have a student or a face to put with what this would allow. And we have a student in junior high right now that under the EAST umbrella took courses in A+ CompTIA computer technician certification. We've actually had more than one junior high student pass that test and we were told when our 7 th grader passed it that he may be the youngest one ever to do that. But we've been offering that under the EAST umbrella with that teacher of record when actually the person coming alongside has 13 years of industry experience and may actually teach a course for the college next fall. And so those specific licensure waivers would be the only ones that we would be asking for, not
within this core area.
Also within your packet we talk about a digital learning day and all of these waivers that we are requesting we have put a time limit on because $I$ know we need to go back and re-examine. Our intent is in the next year to pursue the conversion charter application and we hope that we can then roll these into that. And so we would be willing to limit that to five years.

CHAIRPERSON NEWTON: Okay. Thank you. Is there anyone here to speak in opposition of the request for the waivers?
(BRIEF MOMENT OF SILENCE)
CHAIRPERSON NEWTON: Okay. Any questions now? Dr. Barth has a question.

DR. BARTH: Thanks for your presentation. My real question is you kept talking about examples of, you know, career oriented -- you used the waiver for career orientation. But are you limiting the waivers you're requesting only to those -- to those programs?

SUPT. MOSS: No, sir. It just is an added benefit of having this program and we would encourage all of our students to pursue and start thinking about what they're going to do post-secondary. But, no, we would not limit that.

DR. BARTH: Okay. That -- I mean, and that's -I think all the examples that you give make lots of sense. I just have some concerns about the potential use of this waiver beyond those career oriented examples. I don't know if that -- could you respond to that? I mean, is --

SUPT. MOSS: Well, I think that we realize that that is a tricky subject when you're looking to waive licensure and that's why we have been so specific in our application to designate the core teachers are licensed in those areas. And we are only looking at possible partnerships with groups like Pace Industries to do some manufacturing certifications. We've talked to North Arkansas College about Certified Nurse Assistant and then we already have this opportunity with our computer technician courses. So that's why we mentioned those specifically to point out that we're not asking to expand beyond that.

DR. BARTH: Okay. So just -- so you are not looking to go beyond those programs?

SUPT. MOSS: Right. We --
DR. BARTH: Okay.
SUPT. MOSS: And that's -- we wanted to put the Board at ease by only requesting those specifics.

DR. BARTH: Okay. I -- my brain is tired, so -SUPT. MOSS: That's all right.

DR. BARTH: But I keep hearing -- I kept hearing different things. I kept hearing they were just examples and then I -- but it sounds like we're in consensus that these are the programs that would be -- where these waivers would be used.

SUPT. MOSS: Yes, sir. As elective credit.
DR. BARTH: Great. Thanks.
CHAIRPERSON NEWTON: Ms. Zook.
MS. ZOOK: Okay. I have several questions. Did you say five years?

SUPT. MOSS: Yes.
MS. ZOOK: Okay.
SUPT. MOSS: Or until such time that we're able to roll these into a conversion charter.

MS. ZOOK: Okay. And is there a reason you are asking for waivers, not school of innovation?

SUPT. MOSS: Just that that was an avenue that was available to us through 1240 and it seemed to be the one that would most expedite the process.

MS. ZOOK: Okay. Are you proposing concurrent credit for 9 th graders as well?

SUPT. MOSS: If we have some 9th graders that could avail themselves of that, I would like to make
that opportunity -- I think our junior high students have told us or have shown us that in some instances we may be expecting a little too small amount from them. And I think that we do have some students that could possibly be successful.

MS. ZOOK: How many students do you have that are in a virtual academy?

SUPT. MOSS: Three.
MS. ZOOK: Okay. And have you spoken with the people at Virtual Academy to see how those waivers have increased student achievement?

SUPT. MOSS: No, ma'am.
MS. ZOOK: And which businesses are you partnering with?

SUPT. MOSS: Pace Industries is one example; North Arkansas Regional Medical Center; Wabash Industries; and -- let's see, have I left one out?

MS. ZOOK: Are you partnering with FedEx?
SUPT. MOSS: Yes. FedEx Freight is our -- also the executive at FedEx Freight is our school board president. He did also accompany us when we went to see Early College High School in Salt Lake. And we have our board resolution in the packet.

MS. ZOOK: Okay. And also now I'm going to ask two questions in your packet, so I don't know if you
have that in front of you or not.
SUPT. MOSS: I do.
MS. ZOOK: On page 3 of the four-page piece, I would like to better understand what you mean by the minimum 70\% threshold for advanced?

SUPT. MOSS: Yes. Since we're doing a blended learning opportunity through some digitalized curriculum, as well as teacher directed curriculum, we feel like students within the Spark Learning Management System need to reach a 70\% threshold or better before they move on to the next area.

MS. ZOOK: And typically 85\% is considered mastery. Is there some reason why you picked below mastery?

SUPT. MOSS: I wasn't aware that that was. I know on our grading scale $70 \%$ is a C and so our students do move on when they get a C. We have talked to Ken Grover at Early College High School and I believe that that was the threshold that they sent [sic]. We can certainly -- or set. We can certainly entertain a different threshold. But looking at our grading scale 70\% is considered average.

MS. ZOOK: I understand that, but I also understand the long-term retention. If it's not $85 \%$ it typically is not there. Okay. But, you know,
that's research. You and I can talk about that after while.

SUPT. MOSS: Certainly.
MS. ZOOK: Okay. And on page 4, explain about the computer work counting for two days proposal?

SUPT. MOSS: Yes. That's our digital learning day. And we set that one apart because we are very aware that you can approve things in whole or in part and we didn't want that completely wrapped up in our HALO program because that is a K -12 proposal. Oftentimes we will find ourselves having to cancel for emergencies, such as inclement weather, and so we want to frontload student learning by talking to parents at parent orientation and parent-teacher conferences early in the school year, to get packets to go home with our students. We did a survey and found that about $90 \%$ of our households do have internet access and so we would make accommodations whether we had internet or not. But we feel like some of those days where we have to cancel -- and we set it at two maximum -- could certainly be days that we would not have to lose learning and tack maybe at the end of the school year after Aspire testing when we oftentimes may run into June and minds and hearts just aren't quite as focused at that point.

MS. ZOOK: Thanks.
CHAIRPERSON NEWTON: Any other questions? Okay. If not, are we ready for a motion on $A-8$ ?

MS. ZOOK: Can we take them individually or do you -- is that -- I would recommend we take the waivers individually as opposed to as a whole, unless somebody wants -- if you want to take a motion for the whole and see if it passes, we can do that first.

CHAIRPERSON NEWTON: How do you feel about it?
MS. ZOOK: Well, I likely would vote against it as a whole but it doesn't mean I'm against all of the waivers. But that's just one person.

CHAIRPERSON NEWTON: Any other board member have a recommendation or --

MS. DEAN: Instead of individually, because that's a lot of waivers, waiver topics. Because I think they're organized by waiver topic.

CHAIRPERSON NEWTON: Okay. Is that something that -- let's try it by topic then, if there's no -what's the first motion?

COMMISSIONER KEY: I may need to get another tally sheet for this, Madam Chair. Could you look in your packet and see if --

CHAIRPERSON NEWTON: Here it is.
COMMISSIONER KEY: Just give me the whole stack.

All right. Thank you.
CHAIRPERSON NEWTON: Okay. So what's the pleasure of the Board?
(A FEW MOMENTS OF SILENCE)
CHAIRPERSON NEWTON: Do we need a break? No?
Okay. Well, let's get started then.
COMMISSIONER KEY: Ms. Clay or Ms. Perry, could y'all come help us?

CHAIRPERSON NEWTON: Yeah. Do it one-by-one. The first one is flexible schedule. Is that correct? So what is the Board's pleasure as regard to the waiver request for flexible schedule?

MS. ZOOK: Can you point to me where that is?
MR. WILLIAMSON: Move to grant the waiver.
CHAIRPERSON NEWTON: It's on page 1 of 4.
MS. ZOOK: Okay. Thank you.
CHAIRPERSON NEWTON: And Mr. Williamson has moved to grant the waiver for flexible schedule. Is there a second?

MR. BLACK: Second.
CHAIRPERSON NEWTON: Okay. Second by Mr. Black.
All in favor?
(UNANIMOUS CHORUS OF AYES)
CHAIRPERSON NEWTON: Any opposed?
The second waiver is teacher licensure non-core
instructor for industry certification related to courses. What's the pleasure of the Board? MS. CHAMBERS: Move to approve. CHAIRPERSON NEWTON: Move to approve by Ms. Chambers. Is there a second? MS. DEAN: Second.

CHAIRPERSON NEWTON: Second by Ms. Dean. All in favor?
(UNANIMOUS CHORUS OF AYES)
CHAIRPERSON NEWTON: Any opposed?
The next one is grading within the personalized
learning program. What's the pleasure of the Board?
MS. ZOOK: I move that we deny that.
CHAIRPERSON NEWTON: Moved to deny by Ms. Zook.
MR. WILLIAMSON: Second.
CHAIRPERSON NEWTON: Second by Mr. Williamson.
All in favor?
(UNANIMOUS CHORUS OF AYES)
CHAIRPERSON NEWTON: Any opposed?
Okay. The next one is digital learning days.
MS. CHAMBERS: Move to approve.
CHAIRPERSON NEWTON: Move to approve by Ms.
Chambers.
MS. ZOOK: Second.
CHAIRPERSON NEWTON: Second by Ms. Zook. All in
favor?
(UNANIMOUS CHORUS OF AYES)
CHAIRPERSON NEWTON: Any opposed? Motion -- the motion for the waiver to be approved is carried.

The next is status standard -- standard -statute -- sorry -- slash standard slash rule to be waived. Is that right?

MS. CLAY: That's all of them. That's just an extra place on the form.

CHAIRPERSON NEWTON: So is that it?
COMMISSIONER KEY: Uh-huh.
CHAIRPERSON NEWTON: Then we have, what, four motions approved and one denied.

MS. ZOOK: Unless they want to modify --
CHAIRPERSON NEWTON: Three approved, one denied.
Okay.
If you're clear, Harrison -- are you clear on the motions -- I mean, on the waivers that were granted and the one that was denied?

SUPT. MOSS: Yes. I would ask since we are -since the threshold of $70 \%$ for a student to move on was denied, I'm not sure -- and I'm looking over at Denise because for students to move on within the content does that mean that whether they've mastered it or not they move on, like with a $50 \%$, $60 \%$, like
traditional grading, or are you saying we need to set that threshold higher? I'm a little confused.

MS. ZOOK: I can only speak for myself, but I know for knowledge and comprehension 70\% is acceptable, but I know for an analysis and synthesis evaluation it would need to be $85 \%$. That was my reason, but $I$ don't -- I can't speak for anyone else. SUPT. MOSS: So does that mean then, Ms. Clay, that we would go to a traditional grading scale for this program?

MS. CLAY: (Nodding head up and down.)
SUPT. MOSS: Okay.
MS. ZOOK: Okay. My colleagues have corrected me, saying that you're simply looking at a pass/fail. And with that in mind, then I can support the motion if we want to rethink it.

COMMISSIONER KEY: I want to make sure, Dr. Moss, you're talking about if we go back -- if you use $60 \%$ as a $D$, does that become passing and they make 60 and then they move on? I think that works against what Ms. Zook --

SUPT. MOSS: Yes. Within the traditional grading scale that is the process.

MS. ZOOK: I guess my thought was if the student is taking this on a computer without much interaction
with his other students or with live teacher right there in the classroom I felt uncomfortable with the $70 \%$. But if that's not what this says, then I've misunderstood it and I can live with it.

CHAIRPERSON NEWTON: So what does that mean you can live with it? Do you --

MS. ZOOK: Well, it's very difficult to read these the way they're written and there is no standardized way they're written.

CHAIRPERSON NEWTON: No. I mean in terms of the motion made and the second that passed. So you're wanting to un-do that and make another --

MS. ZOOK: Well, I was just one vote so I don't know how much it passed by.

CHAIRPERSON NEWTON: It passed. It passedpassed.

MS. ZOOK: Okay.
CHAIRPERSON NEWTON: Yeah. So --
SUPT. MOSS: Right. And I think it's important for us to point out they will still have classroom instruction. Those are your classroom meetings. This just simply allows them to flex in and out of that schedule to take the industry certification and concurrent credit courses if they're offered at a different time, and whether that student is on that
red, yellow or green path. We are not taking away the teacher interaction piece. It's very much a blended and facilitated program.

DR. BARTH: How will it be denoted on the student transcript?

SUPT. MOSS: It would just be a regular course code like all the others because it's still teacher of record.

DR. BARTH: But in terms of the grade -- so they will have a number of courses on their transcript that have the traditional grading scale. Correct? SUPT. MOSS: Yes.

DR. BARTH: And then there will be this subset of courses that have -- that would just essentially be a pass/fail. Right?

SUPT. MOSS: No. We would still be able to offer the A/Bs or whatever to match with that. This is just simply saying that for them to move on with this curriculum content we want them to at least have gotten the $70 \%$ within that learning management system.

DR. BARTH: Okay.
CHAIRPERSON NEWTON: So our denial of that waiver does what to you now? SUPT. MOSS: I'm not sure. That's why I looked
at Ms. Clay and Ms. Airola for some guidance with that. I think typically we would just go back to the -- to more of a --

CHAIRPERSON NEWTON: Could we ask Dr. Airola -I wanted to pronounce it like you did and that's not right; Airola. She's coming forward. Dr. Airola, would you come and give us some guidance?

DR. AIROLA: I think we're actually -- you all are at a level of detail that you rarely see in a situation like this. The uniform grading scale that's out there right now allows a student to get credit for a Carnegie unit at various levels of the assigned grade which are equated to percentages of points within the course itself that they earn over the course. And what the Harrison district is saying is that within this program, in order to allow a student to move on within that curriculum -- and in effect it allows them to complete a course if they do attain at least $70 \%$ of -- they score a $70 \%$ within the assessments and assignments that are within that course. What's behind that is and what is something that you don't hear about -- I mean, that's true everywhere in the state of Arkansas that you have this uniform grading scale and kids are getting Carnegie units based on their points earned within
the course, and generally they're getting a credit if they get $60 \%$ or more of the points. So in some ways this is setting a slightly higher standard. The issue that I think that, Ms. Zook, you were concerned about is does that impact the rigor with which we're allowing students to move from course to course. And that concern really is something that goes back -it's not unique to Harrison. It's everybody has this concern: what does a 70 mean and is that 70 with a high level of rigor or not, and that is usually handled within the course approvals and within the local curriculums. So that's an issue we have. Whether you're doing this in a flexible way in allowing students to move at their own pace and in a sense progress because they have demonstrated that they have that content within that course, to a certain degree you're still going to have this rigor question whether it's within this flexible timing that students move on or whether it's in a traditional course. In a sense, you did increase the requirement by putting it at a 70 as opposed to using the uniform grading scale of a 60. So the onus is still on the district to insure that students are achieving those scores with rigorous material and the catch that we have in place for that is the fact that
we do have statewide summative assessments that help us to see whether or not students are demonstrating proficiency on these rigorous levels. And because we are offering -- you know -- now that we're requiring -- I say "offering," but now that we -- as a state we have these more rigorous exams, the PARCC last year and now the ACT Aspire this year, we are getting a sense from that and that information can feed back to your concerns. But that's true for all high schools that are given credit and allowing students to move forward. The difference here is they're not chained to the timing. If the student gets it and demonstrates it, they can move on. So -- and there are other protections in place with the course curriculum and with approval of materials to support the course curriculum. Does that make -- does that help?

MR. WILLIAMSON: That helped me a lot.
MS. ZOOK: It does. I guess I'm just concerned that, you know, a really capable student, given twothirds of the year's information, likely might come up and make a $C$ when given all of it and taken they could, you know, actually master it and be ready for the next. I just -- it's the same concern I have about 9th graders having concurrent credit.

DR. AIROLA: Sure.
MS. ZOOK: There's a certain level of intellectual and emotional maturity needed to really know a subject thoroughly and be able to apply it in other subjects and in life, and so that was my concern.

DR. AIROLA: And that's -- we were just -- that 70 would be the minimum, which is still higher than the current minimum in the uniform grading scale. And I definitely understand your concern. You will have kids who are high achievers who tend to be the over-achiever type that will -- they -- that 70 won't be good enough for them; they compulsively have to have that A. I've lived that. And then I also have my own children who, though capable of an $A$, would usually say to me, "C is credit." And so in this case those kids are able to move on and do things within their area of passion and so it does allow those kids some flexibility to really excel and do better and go more deeply. They're not reducing the minimum it takes to move on; they're actually increasing the minimum and then allowing these kids to really explore areas and spend more time in areas of passion where they might discover that doing more than just the minimum actually has its rewards. And
right now the system isn't set up to give them as many of those opportunities as we hope that through this plan these students will have. This is -- you know -- it is an innovation so-to-speak, the idea behind this, and it is something that we have seen others -- in other places we visited, places where this is having great results. And I will say that this team -- when we went to Salt Lake City there were 12 of them and two from our office that did this trip. And that commitment to have those people there to learn more -- they're very interested in the success of this for their students and I think it's something that we as a state can also learn from as they work through this because it's not easy. But we have looked at models that have been successful in improving outcomes for students and they're modeling -- it's tweaked for their community but they are using the successful elements that they've seen in these other places, bringing that together and then making it work for the community. So it's an opportunity to see if this can really give kids that flexibility and they can rise to the occasion. Oftentimes we don't give kids the flexibility and so they do what they have to do to get by. CHAIRPERSON NEWTON: Okay. Ms. Dean, and then

Ms. Chambers.
MS. DEAN: No, go ahead.
CHAIRPERSON NEWTON: Ms. Chambers.
MS. CHAMBERS: I was just going to say based on this conversation $I$ would change my vote if given the opportunity.

DR. BARTH: So I would move to rescind the previous vote on --

MR. WILLIAMSON: Second.
CHAIRPERSON NEWTON: All in favor of rescinding that vote? I'm sorry.

MS. CLAY: One thing. The effect is going to be the same but since you are wanting to change a motion that was made in this meeting the correct motion is a motion to reconsider. Rescinsion is actually if it's at a later meeting.

DR. BARTH: Okay. I move to reconsider the previous --

CHAIRPERSON NEWTON: Dr. Barth has moved to reconsider -MS. ZOOK: Second. CHAIRPERSON NEWTON: -- the denial of this waiver and Ms. Zook has seconded. All in favor? (UNANIMOUS CHORUS OF AYES)

CHAIRPERSON NEWTON: Any opposed? Okay.

Then we have to move to approve it. Okay. So now we're waiting on a second motion. Do we have a motion to do something else with it?

MS. ZOOK: I'll make the motion but I want to caution Harrison, only because you're standing in front of us right now, and others, it troubles me greatly that districts are coming in asking for waivers but they haven't spoken with the charter who has the waiver to see if it in fact has been helpful to the achievement and the performance of students. You know, I want to know if that waiver has helped -and if it hasn't, then we don't want to keep giving waivers to other people and then spread it among more kids. So I'm sorry that you're having to be the one standing in front of me at this moment, but I want my fellow board members to understand that bothers me and for any of the people who are planning on coming in the future $I$ will continue to ask this question and it will continue to give me pause when they say no.

CHAIRPERSON NEWTON: Okay. So, now to your motion.

MS. ZOOK: I move that we approve the grading within the personalized learning program.

CHAIRPERSON NEWTON: Is there a second?

MS. CHAMBERS: Second.
CHAIRPERSON NEWTON: All in favor?
(UNANIMOUS CHORUS OF AYES)
CHAIRPERSON NEWTON: Any opposed?
SUPT. MOSS: Thank you very much.
CHAIRPERSON NEWTON: Thank you.
Okay. A-9 and A-10 have been pulled.
We need a five-minute break.
(BREAK: 3:55-4:05 P.M.)
A-11: CONSIDERATION OF AMENDMENT TO JNPSD/PCSSD DETACHMENT AGREEMENT

CHAIRPERSON NEWTON: We have a few more agenda items; we want to move on. The next one is $\mathrm{A}-11$, Consideration of Amendment to the Jacksonville North Pulaski School District/Pulaski County Special School District Detachment Agreement. And we have Tony Wood. I don't see Dr. Guess. Oh, there he is. Where have you been?

DR. GUESS: I'm so tall you missed me.
CHAIRPERSON NEWTON: No comment. So I don't know how you proceed. I guess you start.

DR. GUESS: Well, these are two simple clarifications of issues that have surfaced. They have to do with the distribution of ALE funding and the other one is declining enrollments. And they are
issues that we have worked on for quite sometime and agree and have memorialized those in this amendment to our detachment agreement. So we simply bring it before you -- I'm sorry -- we bring it before you for your approval because the original detachment agreement was approved at this Board.

CHAIRPERSON NEWTON: Okay. Any questions from the Board? Okay. Then what is the pleasure of the Board?

DR. BARTH: Move approval of the additions to the agreement.

CHAIRPERSON NEWTON: Okay. Is there a second?
MR. WILLIAMSON: Second.
CHAIRPERSON NEWTON: All in favor?
(UNANIMOUS CHORUS OF AYES)
CHAIRPERSON NEWTON: Any opposed?
Did you get that, Ms. Coffman? I'm sorry. It was moved by Dr. Barth, seconded by Mr. Williamson.

Thank you.
DR. GUESS: Would you like us to stay and --
CHAIRPERSON NEWTON: No.
DR. GUESS: -- bring this certain spirit --
CHAIRPERSON NEWTON: No.
DR. GUESS: -- of pleasure -- okay.
CHAIRPERSON NEWTON: No.

DR. GUESS: Thank you, ma'am.
A-13: CONSIDERATION OF REQUEST FOR APPROVAL OF NOMINATED MEMBERS FOR THE PROFESSIONAL LICENSURE STANDARDS BOARD TO REPLACE MEMBERS WHOSE TERMS ARE VACANT OR EXPIRING JUNE 30, 2016

CHAIRPERSON NEWTON: Moving on to A-13, Consideration of Request for Approval of Nominated Members for the Professional Licensure Standards Board to Replace Members Whose Terms are Vacant or Expiring June 30, 2016. And that is Kathy Howell.

MS. HOWELL: Good afternoon.
CHAIRPERSON NEWTON: Good afternoon.
MS. HOWELL: Yes. Under Arkansas Code 6-17-422 members of the PLSB are nominated by their respective parties. Today the people that have been nominated were nominated by the Arkansas Association of Colleges for Teacher Education. We have, first of all, Dr. Raymond "Donny" Lee, who is Dean at Harding University. He will actually be replacing Dr. Brad Baine. We have Dr. Victoria Groves-Scott, Dean of the College of Education at the University of Central Arkansas, who will represent deans with knowledge of licensure issues. And Dr. Zaidy Mohdzain, Dean of the College of Education, Southern Arkansas University, who will -- who has been re-nominated, so
he will be returning to the Board.
CHAIRPERSON NEWTON: What's the pleasure of the Board concerning A-13?

MS. REITH: Move to approve the nominated members.

CHAIRPERSON NEWTON: It's been moved by Ms. Reith. Is there a second?

MS. DEAN: Second.
CHAIRPERSON NEWTON: Second by Ms. Dean. Any discussion? All in favor?
(UNANIMOUS CHORUS OF AYES)
CHAIRPERSON NEWTON: Any opposed? Motion carries. Thank you.

MS. HOWELL: Thank you.
A-14: REQUEST FOR APPROVAL TO USE PSAT AS AN OPTIONAL COLLEGE AND CAREER READINESS ASSESSMENT

CHAIRPERSON NEWTON: Hope Allen is next, Request for Approval to use PSAT as an Optional College and Career Readiness Assessment.

MS. ALLEN: Yes. It's the desire of the Department of Education to continue to pay for the PSAT for students in grade 10 for districts that choose to participate and we would like to pay for this with the at-risk funding which we have done for several years now. And just as a note, last year we
had around 10,000 students participate and upon surveying schools early, over the past two weeks, we have about 15 -- excuse me -- 10,000 students. We have about 15,500 students currently that are estimated to participate, so that is growing and we would like to continue to offer that program.

CHAIRPERSON NEWTON: Okay. What is the pleasure of the Board for 14?

DR. BARTH: Just a question. So are we reaching a point where the money is about to run out for that? MS. ALLEN: No. There's still money within atrisk funding to pay for that. The way we do at-risk is after the PSAT is paid for then we distribute the rest of those funds in grants. And so we're still at a level we're able to do that.

DR. BARTH: Okay.
MS. ZOOK: Is it just for 10th graders? So not 11th?

MS. ALLEN: The Department of Education will pay for 10th graders, then schools can administer to 11th graders if they choose. That's the National Merit qualification test.

CHAIRPERSON NEWTON: Okay. Any other questions? What's the pleasure of the Board?

MS. DEAN: Move to approve.

CHAIRPERSON NEWTON: Move to approve by Ms. Dean. Was that you?

MS. DEAN: Yes.
CHAIRPERSON NEWTON: Yeah. Okay. Is there a second?

MR. WILLIAMSON: Second.
CHAIRPERSON NEWTON: By Mr. Williamson. All in favor?
(UNANIMOUS CHORUS OF AYES)
MS. ALLEN: Thank you.
CHAIRPERSON NEWTON: Any opposed? Motion carries.

MS. ALLEN: Thank you.
A-15: REQUEST FOR APPROVAL: HIGH SCHOOL MATH COURSES
CHAIRPERSON NEWTON: A-15, Thomas Coy, Request for Approval: High School Math Courses.

MR. COY: Yes. Madam Chair, Members of the Board, Commissioner Key, thank you for having me today. Last month I was here and we approved the K12 math standards that had been revised by the educators in Arkansas. We've simply taken those 9-12 standards and organized them into 15 different high school courses, some which are required to be offered by schools across the state, others as options for math courses beyond Algebra II. So with -- I'm happy
to answer any questions about those courses that we are proposing. But, again, this is just an extension of the work that had already been done by that $\mathrm{K}-12$ group that we assembled to review and revise the Common Core standards and make them Arkansas mathematics standards.

CHAIRPERSON NEWTON: Okay. Are there any questions? Okay. What is your -- oh.

MS. DEAN: Just a comment.
CHAIRPERSON NEWTON: Okay.
MS. DEAN: I'd just like to thank Mr. Coy and the group that did that from one of our requests when I was on the Common Core Review Council. So they've done an excellent job, so $I$ just want to commend them for that.

MR. COY: Thank you.
CHAIRPERSON NEWTON: Great. Okay.
MS. DEAN: And I'd like to move to approve.
CHAIRPERSON NEWTON: Move to approve by Ms.
Dean. Is there a second?
DR. BARTH: Second.
MS. ZOOK: Second.
CHAIRPERSON NEWTON: Second by Ms. Zook. All in
favor? You beat Mr. -- beat somebody. Okay. All in favor?
(UNANIMOUS CHORUS OF AYES)
CHAIRPERSON NEWTON: Any opposed? Okay.
A-16: CONSIDERATION FOR FINAL APPROVAL: ADE AND ASBN RULES GOVERNING THE ADMINISTRATION OF INSULIN AND GLUCAGON

CHAIRPERSON NEWTON: We're down to A-16, Consideration for Final Approval: ADE and ASBN Rules Governing the Administration of Insulin and Glucagon. MR. BIGGS: Glucagon.

CHAIRPERSON NEWTON: That's what it looks like. You're not Ms. Davis, but anyway --

MR. BIGGS: No, I'm not nearly as easy on the eyes as Ms. Davis, I apologize, but I'm going to try my best to fill in for her. Cory Biggs, Staff Attorney. These rules were approved by the State Board on March 10th. A public comment hearing was held on March 22nd and the public comment period expired on April 12th. We did receive comments and revisions were made, but no substantive changes, and the Governor's office has approved. It's my understanding that these rules basically mirror the State Board of Nursing's rules.

CHAIRPERSON NEWTON: Okay. Any questions for Mr. Biggs?

MS. ZOOK: Yeah. What about the question that the Prairie Grove RN posed?

MR. BIGGS: Oh, with her concerns?
MS. ZOOK: Yes.
MR. BIGGS: Well, I guess, first off, what the changes to the -- or what the State Board of Nursing's changes to this brought on were strictly brought on by law. So while we certainly considered her concerns, there's not really anything that we could do to the language of the rules that would address those concerns because we're just following the law.

MS. ZOOK: Did -- does somebody communicate it with sentences like that or do you just say considered and didn't change? I mean, does she get feedback as to why?

MR. BIGGS: I am not sure. I will have to check with Ms. Davis. I can --

MS. ZOOK: Yeah.
MR. BIGGS: I can certainly make sure that we follow-up with her.

MS. ZOOK: Yeah. I think, you know, that would -- just a good PR kind of move. Thank you.

MR. BIGGS: Yes, ma'am.
CHAIRPERSON NEWTON: Any other questions? Could I get a motion?

DR. BARTH: Move final approval.

CHAIRPERSON NEWTON: Moved by Dr. Barth. Second?

MS. REITH: Second.
CHAIRPERSON NEWTON: From MS. Reith. All in favor?
(UNANIMOUS CHORUS OF AYES)
CHAIRPERSON NEWTON: Any opposed?
MR. BIGGS: Thank you.
A-17: CONSIDERATION FOR EMERGENCY APPROVAL - ADE RULES GOVERNING ARKANSAS QUALIFIED TEACHER REQUIREMENTS

CHAIRPERSON NEWTON: A-17, Consideration for Emergency Approval - ADE Rules Governing Arkansas Qualified Teacher Requirements. Ms. Reinhart.

MS. REINHART: Thank you. Cheryl Reinhart, Department of Education. These are rules that Commissioner -- Assistant Commissioner Ivy Pfeffer reported to you about last month and the rules apply only to certain categories of teachers. The first is those who have -- who work in an area that have a waiver from licensure from a charter school or a public school district, those who are special education teachers, and teaching in multiple subject areas, and also having ALE teachers involved. So those are the only categories that these apply to and it only applies to core subject areas as it's defined
in the rules. We've kept the house matrix because as this is basically a rule during a transition time. Under the -- since the implementation of ESSA, we are not wanting to do a major revision at this time to the house matrix. So the rules are basically in order to insure that we continue having quality educators in core subjects, to be able to meet our requirements and obligations with respect to special education teachers with the federal government, and to continue to meet our rules that are in place for ALE teachers as well. The emergency basically arose as kind of a perfect storm; we had the situation with school district waivers and then with HQT being eliminated from ESSA and then having special education needs to -- needing to report to the federal government on how we're going to handle those special education teachers. So as it all came together we felt that it was important to have an emergency rule at this time so that we can -- school districts will know who they need to hire, what the requirements are going to be. And I'll be happy to answer any other questions you might have.

CHAIRPERSON NEWTON: Okay. Any questions? Ms. Zook.

MS. ZOOK: So will there be a time when we will
put these out for public comment? Because I expect we would get a lot.

MS. REINHART: They are out for public comment because you voted on that on your consent agenda this morning.

MS. ZOOK: Okay.
MS. REINHART: So we will put those -- those rules we put through the usual public comment process.

MS. ZOOK: Okay. Thank you.
CHAIRPERSON NEWTON: Okay. Any other --
MS. ZOOK: I move that we approve.
CHAIRPERSON NEWTON: Move approval by Ms. Zook. Second?

MR. BLACK: Second.
CHAIRPERSON NEWTON: Second by Mr. Black.
Okay. I would've thought about saving these words till next month, but parting is such sweet sorrow, according to Shakespeare, and according to me today. Can we get a motion for adjournment?

MS. REITH: We need to vote.
CHAIRPERSON NEWTON: Oh, I'm sorry. Oh, I'm trying to leave too early. All in favor? (UNANIMOUS CHORUS OF AYES)

CHAIRPERSON NEWTON: Any opposed?

Now we'll depart with a motion for adjournment. I got ahead of myself.

MR. BLACK: So moved.
MS. ZOOK: Were you going to say something?
CHAIRPERSON NEWTON: Just saying -- no, I wasn't going to say anything.

MS. DEAN: It was moved by Mr. Black. Is that what you're asking?
(COURT REPORTER'S NOTE: Ms. Dean was speaking to Ms. Coffman.)

CHAIRPERSON NEWTON: Yeah, it was moved by Mr. Black. I got delirious. It just got convoluted in all this stuff.

MS. COFFMAN: I'm waiting on a motion for adjournment.

MS. DEAN: That's what I'm saying.
CHAIRPERSON NEWTON: Yeah.
MS. DEAN: Mr. Black moved, and second by --
DR. BARTH: I second it.
(The meeting was adjourned at approx. 4:20 p.m.)


- May 12, 2016





C $\mathbf{E}$ RTITICATE

| STATE OF ARKANSAS | ) |
| :--- | :--- |
| 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 12, 2016, 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 22, 2016.

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

|  | $\begin{array}{r} 224: 15 \\ \mathrm{~A}-15(2) \end{array}$ | academic (54) | $\begin{aligned} & \text { 21:20;32:19; } \\ & \text { 111:11 } \end{aligned}$ | $\begin{aligned} & \text { 121:17;131:19; } \\ & \text { 132:1;136:18;161:8; } \end{aligned}$ |
| :---: | :---: | :---: | :---: | :---: |
| \$ | $\begin{array}{\|c\|} \hline \text { A-15 (2) } \\ 226: 14,15 \end{array}$ | academic (54) |  |  |
|  |  |  | achieve (2) | 163:11;170:18; |
| 11,000,000 | A-16 (2) | 48:15,23;49:15,21; | 101:21;199: | 192:20;200:17,21,23; |
| 9:5,17 | 28:3, | 50:22,24;51:1,12,16, | achievement (6) | 214:8;216:23; |
| \$24,000,000 (2) | A-17 (2) | 25;52:13;54:24;56:6, | 24:22;27:13;49:10; | 217:21,25;219:15; |
| 25:11,14 | 230:9,11 | 9;65:14;66:1;67 | 130:17;204:1 | 223:19 |
| \$46.4 (1) | -2 (6) | 76:2;82:1,7;86:9,1 | 220 | adamant (1) |
| 38:6 | 6;9:23;10:7,19 | 98:14;104:4;125:20 |  |  |
| \$48.3 | 23;235:2 | 24;128:4,25,25; | 7:5;217:1 | Adams (10) |
| 38:5,6,6 | -3 7 | 0:1,3,9;132:3 | achieving (3) | 1:19,25; |
| \$5,000 (1) | 11:11,13;113:2,5; | 146:11,23;147:22 | 36:16;109:8 | 16:13,21;17:15,25; |
| 22:14 | :8;236:24;237: | 148:1,2,23;151:25 | 215:2 | 8:2,4;53:7 |
| \$7,000,000 (1) | A-4 (8) | 153:12;158:2,6,17 | acknowledgement (1) | (11) |
| 24:2 | $\begin{gathered} 112: 1 ; 138: 25 ; \\ 139: 2 ; 140: 2,15 \\ 149: 3 ; 166: 18 ; 238: 24 \\ \mathbf{A - 5}(\mathbf{4}) \end{gathered}$ | $\begin{aligned} & 161: 20 ; 164: 7 ; 165: 5 ; \\ & 172: 19 \end{aligned}$ | 122:16 acknowledging (1) | $\begin{aligned} & \text { 8:21;60:5,12; } \\ & \text { 132:19;136:8;156:3; } \\ & 165: 1 ; 171: 14,16 ; \\ & 177: 25 ; 190: 17 \end{aligned}$ |
|  |  | academically (2) |  |  |
| $\begin{aligned} & \text { [APPLAUSE (1) } \\ & 74: 11 \end{aligned}$ |  | 25:22;81:21 | acquainted (2) |  |
|  | $\begin{aligned} & 140: 11,14 ; 150: 1 ; \\ & 157: 11 \end{aligned}$ | academics (2) | 33:9,10 | Addams (1) |
|  |  | 68:19;95:25 | acquiesce (1) | 27:20 |
| [AUDIENCE (38) | $\begin{aligned} & \text { A-6 (2) } \\ & 158: 1,3 \\ & \mathbf{A - 7 ~ ( 6 ) ~} \end{aligned}$ | Academy (28) | 41:13 | added (3) |
| 21:18;22:9;23:9; |  | 48:18;70:14;82:6; | acquisition (1) | 66:5;172:3;201:21 |
| 24:9;25:13;33:15; |  | 92:21;109:7;153:21; | 191:5 | adding (1) |
| 34:23;37:21;39:14 | $\begin{aligned} & \text { A-7 (6) } \\ & 112: 8 ; 1 \end{aligned}$ | $\begin{aligned} & 158: 1,2,5,5,15,16,17 ; \\ & 159: 1,7,10,19,20 ; \end{aligned}$ | across (4) | 74:3 |
| $41: 23 ; 42: 15 ; 64: 21$ | $\begin{gathered} 169: 2,4 \\ \mathbf{A - 8 ( 3 )} \end{gathered}$ |  | $226: 24$ | 9:4;54:22;184:1; |
| 74:8;77:1;79:25; | $\begin{array}{\|l} \text { A-8 (3) } \\ 189: 11,13 ; 207: 3 \\ \mathbf{A - 9 ~ ( 1 ) ~} \end{array}$ | $\begin{aligned} & \text { 164:20;167:7,12,14; } \\ & 192: 3,25 ; 204: 7,10 \end{aligned}$ | ACSIP (4) | 195:19 |
| 80:10;82:20;83:22 |  |  | $\begin{aligned} & 125: 15 ; 126: 18 ; \\ & 128: 7,7 \end{aligned}$ | 195.19 |
| 86:25;89:1;91:3,8 |  |  |  | 5:10;10:11,14; |
| 18;94:12;96:18;98:3; | abandon | $122: 15$ | ACT (18) | 38:4;46:24;62:6; |
| 101:5;102:18; | 19:2,4 |  | $\begin{aligned} & 51: 4,8,14,18 ; \\ & 54: 19: 55: 20,23 \end{aligned}$ | 120:22;132:16; |
| 104:22;106:3 | ABC (2) | $\begin{aligned} & 40: 6 ; 43: 17,19 ; \\ & 110: 18 \end{aligned}$ |  | 135:1;137:8;165:1; |
| 108:18;110:22; | $6: 3 ; 8: 15$ $110: 18$ $85: 17 ; 123: 25 ;$ 166:9;168:1;171:24 |  |  |  |
| 115:6;117:25;123:11 |  |  |  |  |  |  |  |
| s] (2) | $\begin{gathered} 70: 14 \\ \text { able (39) } \end{gathered}$ | $211: 5$accepted (1) | $\begin{aligned} & \text { 142:5;163:19,21; } \\ & \text { 169:8;180:19; } \end{aligned}$ | 40:7;41:3 <br> additions (1) |
| 33:2,4 |  |  |  |  |
| c] (4) | $\begin{aligned} & \text { 6:2,6,10,12,21; } \\ & 60: 9 ; 86: 19 ; 88: 24 ; \\ & \text { 104:17,18,19;122:13; } \\ & \text { 123:1;141:12;145:9, } \\ & \text { 13;150:25;151:7; } \\ & 154: 4 ; 155: 2 ; 161: 13, \end{aligned}$ | $\begin{aligned} & 152: 4 \\ & \text { access }(\mathbf{2}) \\ & 99: 14 ; 206: 18 \\ & \text { accessibility (1) } \\ & 119: 9 \\ & \text { accommodations (1) } \end{aligned}$ |  | $\begin{gathered} 222: 10 \\ \text { address (12) } \end{gathered}$ |
| 22:13;28:25;99:1 |  |  |  |  |
| 205:20 |  |  | $\begin{gathered} \text { ACT/ACT (1) } \\ 135: 6 \end{gathered}$ | ```address (12) 11:21;45:16,17;``` |
|  |  |  | $\begin{gathered} \text { 135:6 } \\ \text { acting (1) } \end{gathered}$ | 88:10;92:6;94:19; |
|  |  |  | 111:23 <br> action (23) | $\begin{aligned} & \text { 116:11;148:19; } \\ & \text { 179:17;180:4;192:6; } \end{aligned}$ |
|  | 14;172:9;174:2,11, | 206:18 | 4:4;7:21;9:2 | 229:9 |
| 188:19 | 12;175:24;176:9,10, | accompanied | 40:8:44:4;45:8;48:1; | addressed |
|  | 1,15,182.12 | 192: | 52:5;56:16;62:17; | 105: |
| A | $\begin{aligned} & 187: 13 ; 203: 15 ; \\ & 213 \cdot 16 \cdot 217 \cdot 4 \end{aligned}$ | accompany (1) | 84:23;86:7;87:23; | ADE (22) |
|  |  | 204 | 92:10;124:8;130:3 | 20:17;24 |
| A/Bs | above (1)161:21 | $129: 16$ | $167: 6,9,10 ; 170: 25$ | 50:23;84:4,13;92:14 |
| 213:17 |  |  |  | 93:23;94:9;125:11; |
| $\begin{aligned} & \mathbf{A}+(\mathbf{1}) \\ & 200: 15 \end{aligned}$ | $\begin{gathered} \text { 161:21 } \\ \text { abroad (2) } \end{gathered}$ | accomplished | 118:21 | 126:3,19;128:19; |
| A-1 (4) | $107: 5 ; 174: 1$ | 129:17 | actions (1) | $\begin{aligned} & 129: 3 ; 228: 3,6 ; 230: 9, \\ & 12 \end{aligned}$ |
| 4:2,5;7:22;234:24 | absence (3) $7: 13 ; 12: 4 ; 53: 8$ | 144:22 according (8) | 86:2 |  |
| A-10 (1) | $\begin{aligned} & 7: 13 ; 12: 4 ; 53: 8 \\ & \text { absent (1) } \end{aligned}$ | $71: 4 ; 72: 8 ; 125: 9,$ | active (1) $17: 7$ | adequate (2) |
| 221:7 |  |  | activities | 76:3;84:7 |
| A-11 (2) | 130:20absenteeism | $\begin{aligned} & 10 ; 130: 3 ; 180: 11 ; \\ & 232: 19,19 \end{aligned}$ |  | ADE's (1) |
| 221:10,1 |  |  | 97:14 | 81:21 |
| A-12 (5) | $\begin{aligned} & 126: 7,8,9 ; 130: 16, \\ & 16 \\ & \text { absolutely }(7) \\ & 68: 10 ; 70: 13 ; \\ & 115: 15 ; 132: 5 ; 133: 1 ; \\ & 165: 3 ; 185: 12 \end{aligned}$ | $\begin{array}{\|c} \text { accountability (5) } \\ 16: 1 ; 51: 13 ; 60: 12 ; \\ 118: 7 ; 180: 20 \end{array}$ | $\begin{gathered} \text { actual (1 } \\ \text { 139:9 } \end{gathered}$ | adjourned (1) |
| 167:6,9;168:3,10, |  |  | $\begin{gathered} \text { 139:9 } \\ \text { actually (26) } \end{gathered}$ | $\begin{aligned} & \text { 233:22 } \\ & \text { adjournment (3) } \end{aligned}$ |
| $\begin{gathered} 11 \\ \text { A-13 (3) } \end{gathered}$ |  | accounts (1) | $21: 15 ; 26: 20,2$ | $232: 20 ; 233: 1,15$ |
| A-13 (3) 223:2,6;224:3 |  | 127:16 | $89: 11,11 ; 105: 7$ | adjunct (3) |
| A-14 (1) |  | accused (3) | 111:6;120:14,24; | 87:17,19;88:6 |

adjusting (1)
$147: 3$
administer (1)
$225: 20$
administration (4)
99:21;102:1;228:4, 7
administrative (1) 165:12
administrator (1) 20:2
administrators (1) 99:15
admire (3) 18:10;19:17; 105:18
admiring (1) 18:12
admit (1) 121:22
adopt (1) 90:20
advance (1) 5:22
advanced (11) 29:7;178:21,23; 179:8,13;180:16; 190:15;192:13,21; 196:3;205:5
advertising (1) 173:20
advisement (2) 139:24;170:15
Advisory (38) 12:13;15:4,8; 37:23;38:14;40:25; 45:25;46:1;47:19,21; 48:7,10,17,25;49:11; 53:3,19;54:9;58:14; 75:6,20;83:10,12; 97:3,19;115:24; 116:13,17;119:14,25; 120:4;121:21;129:7, 23;132:14;133:5,24; 134:9
advocate (12) 13:23,24;14:3,4,7, 10,11,13,16,17;15:3; 90:15
advocated (1) 85:22
Advocates (1) 13:1
affect (2) 88:18,23
affected (2)
91:11;92:24
affirm (5) 132:13;140:19; 150:18;171:3;190:1
affirmative (1) 132:5
AFFIRMATIVELY (4)

140:22;150:20;
171:5;190:4
afford (3)
13:15;65:5;175:15
afraid (1)
87:20
afternoon (12)
94:18,19;113:7;
139:5;141:19;158:7;
161:5;169:18;
190:11;195:24;
223:11,12
again (25)
4:25;29:14;30:24;
32:18;42:5,23;49:12;
51:18;63:15;73:25;
97:17;105:8;106:18,
20;111:20;121:12;
122:22;132:25;
137:11;150:7;151:3,
6;163:22;179:21;
227:2
against (8)
65:21;90:21;
144:24;145:2;156:9;
207:10,11;211:21
AGATE (1)
185:7
age (3)
10:12;76:5;89:23
aged (1)
146:4
agenda (23)
4:5;7:22;8:7;
10:23;33:25;57:13;
85:20;95:20,20;96:2,
9;110:4;112:24,24;
115:8;124:9,21;
130:7;131:16;
139:10;167:9;
221:12;232:4
agendas (2) 45:8,9
aggressive (3) 173:2,5,16
ago (5) 12:5;33:21;48:18; 107:8;146:7
agree (8) 7:9;19:1;60:18,22; 111:19,19;118:18; 222:2
agreed (2) 58:25;134:11
agreement (12) 102:3;141:25; 142:24;143:1,5,6,12; 221:11,16;222:3,6,11
agri (1) 196:9
agriculture (1) 184:10
ahead (17)

47:1;71:18;84:1;
86:10;138:1;149:13;
158:13;164:6;166:7; 174:25;181:10;
190:10;196:24;
197:16;199:1;219:2; 233:2
Air (2)
151:17;152:24
Airola (11)
55:2;123:19;
163:24;191:24;
214:1,4,6,6,8;217:1,7
alarm (1)
83:6
alas (1)
75:25
ALE (3)
221:24;230:23;
231:11
alert (1) 187:9
Algebra (1)
226:25
Allen (6)
224:17,20;225:11, 19;226:10,13
allow (16)
70:7;87:10,23;
88:15;89:14;95:17;
117:5;144:4;184:4;
198:8,9;199:3;200:7,
14;214:16;217:18
allowed (11)
14:17;15:2;34:9; 110:2;115:17;118:8;
143:17;172:9,10; 176:14;195:20
allowing (8)
37:23;92:8;94:17;
113:8;215:6,14;
216:10;217:22
allows (8)
44:25;52:5;169:9;
189:17;198:5;
212:22;214:11,18
alluded (1) 62:11
allusions (1)
60:3
almost (7)
64:15;69:17;80:19;
84:9;107:23;174:12;
187:22
along (7)
120:9,10;136:10; 166:10;186:25; 193:15;199:16
alongside (2) 199:13;200:22
ALP (1) 182:9
alternative (1)

51:4
although (8)
6:17;17:21;40:13, 22;41:12;67:2;70:12; 149:8
always (13) 18:25;19:1;28:6; 36:4;87:15;110:14, 15;111:20;120:2; 130:24;137:6; 144:25;200:12
amazing (3) 22:21;24:8;115:15
amend (2) 137:11;171:16
amended (2) 134:18,19
amendment (7) 134:13;167:7,11, 16;221:10,14;222:2
amenities (1) 151:18
America (1) 173:24
AmeriCorps (1) 10:18
Amid (1) 86:6
among (3) 88:11;142:2; 220:13
amount (5) 5:12;9:9;102:13; 182:15;204:3
amounted (1) 65:14
amounts (1) 37:14
analysis (4) 51:12;109:21; 122:18;211:5
and-a-half (1) 200:6
anecdote (1) 87:25
angles (1) 17:4
angry (1) 74:21
Anika (1) 112:13
Ann (1) 44:13
Annie (1) 112:6
anniversary (2) 80:23;81:4
answered (6) 97:13;125:4; 140:22;150:20; 171:5;190:4
anticipate (1) 57:8

Antwan (3)
44:14;87:12;89:12
anymore (2)
12:7;64:13
anyplace (1) 99:9
AP (29)
94:6,6;175:1,2,5, 13,15,18,22,24; 176:1,2,6,7,9,19; 177:2,6,17;178:6;
179:2,6,14;180:3;
185:22,23,25;186:2;
194:25
apart (2) 73:4;206:7
apologize (3)
5:22;122:25; 228:12
apology (1) 12:2
apparently (2) 68:2;96:20
appeal (16)
70:15;112:2; 138:25;139:3,24; 149:4,16,25;150:1,4, 8;156:12;157:6,11; 166:18;238:24
appeals (1) 139:11
appeared (2) 39:1;167:14
appearing (2) 169:14;189:22
applause (1) 126:11
APPLAUSE] (37) 21:18;22:9;23:9; 24:9;25:13;33:15; 37:21;39:14;41:23; 42:15;64:21;66:10; 67:8;72:24;74:8; 77:1;79:25;80:10; 82:20;83:22;86:25; 89:1;91:3,8,18; 94:12;96:18;98:3; 101:5;102:18; 104:22;106:3; 108:18;110:22;
115:6;117:25;123:11
APPLAUSE $\}$ (1) 34:23
applicants (1) 183:17
application (17) 50:8;112:3;139:1, 4;141:8;142:9;149:4, 14;150:2,4,9,23; 151:8;157:12; 166:19;201:7;202:10
applications (5) 49:24;50:9;58:13,

| 22;122:10 | 222:6;226:19; | 121:2,3;122:4,20; | at-risk (2) | Award (4) |
| :---: | :---: | :---: | :---: | :---: |
| applied (6) | 228:14,19 | 128:24;134:8; | 224:24;225:12 | 24:13;27:13,15; |
| 102:14;151:13,20, | approving | 152:15;175:22;225:1 | attacking (1) | 31:1 |
| 24;159:19;184:11 | 83:11 | art (3) | 29:19 | awarded (1) |
| applies (1) | appro | 36:13;172:2 | attain (1) | 25:11 |
| 230:25 | 233:22 | 174:4 | 214:1 | wards (2) |
| apply (10) | approximately (2) | articulation (1) | attempt (2) | 30:9;73:5 |
| 47:8;159:9,25 | 89:5;161:17 | 118:23 | 67:20;173:23 | aware (7) |
| 164:18;177:17; | April (3) | Arts (3) | attend (9) | 65:2;84:5;146:25 |
| 195:2,3;217:4; | 13:10;167:13 | 80:11;174:4 | 17:10,12;29:9 | 177:2;185:6;205:15; |
| 230:17,24 | 228:17 | 95:11 | :18;93:2;94:1; | 206:8 |
| appoint (1) | AR (2) | ASBN (2) | 148:4;196:11;197:14 | away (21) |
| 48:17 | 4:2;8:6 | 228:3,6 | attended (4) | 31:10,11;84:11 |
| appointed (1) | arbitrary (2) | aside (1) | 30:2;80:11;152:13; | 87:22;93:8;101:1; |
| 12:21 | 121:8;131:1 | 109:19 | 173:17 | 106:10,10;110:10; |
| appointees | arc (1) | aspect (2) | attending (2) | 114:17;117:16; |
| 58:20 | 18:19 | 179:6,20 | 148:23;151:2 | 118:22,25;119:5,5, |
| appointing | area (17) | aspects (1) | attends (1) | 14;123:8;146:14; |
| 69:18 | 8:22,23;44:21 | 179:12 | 129:6 | 152:11;175:21;213:1 |
| appointment (5) | 107:13;146:20; | Aspire (14) | attention (1) | awe (1) |
| 44:6;47:18;48:6; | 151:16;173:20; | 51:4,8,14,18 | $191: 18$ | $64: 16$ |
| 55:22;83:11 | 174:6,15;182:8 | 54:19;57:10;123:25; | Attorney (5) | Aye (3) |
| appointments (2) | 184:11,16;185:18 | 132:21;133:11; | 139:6;141:16,17 | 149:22,23;157:22 |
| 50:16;58:15 | 201:1;205:11; | 135:6;163:19,21 | $150: 7 ; 228: 14$ | AYES (24) |
| appreciate (9) | 217:18;230:19 | 206:23;216:7 | attorneys (2) |  |
| 5:4;34:3,20;39: | areas (18) | assault (2) | 139:12;170:7 | $43: 23 ; 62: 23 ; 134: 24$ |
| 82:18;114:22; | 49:9;97:11;113:2 | 64:16;67:5 | attrition (1) | 138:22;149:20; |
| 123:17;125:2;186:17 | 172:19,19,22;185:18, | assembled (1) | 6:18 | 157:20;165:25 |
| appreciated (1) | 19,22,22;195:10,15; | 227:4 | ATU (1) | 168:19;189:8; |
| 12:7 | 198:7;202:11; | assessment (4) | 98:14 | $208: 23 ; 209: 9,18$ |
| appreciative (1) | 217:23,23;230:23,25 | 51:5,14;224:16,19 | audacity (1) | $210: 2 ; 219: 24 ; 221: 3$ |
| 39:23 | arena (1) | assessments (5) | 75:24 | 222:15;224:11; |
| apprised (1) | 151:1 | 8:21;159:12 | audience (3) | $226: 9 ; 228: 1 ; 230: 6$ |
| 75:19 | Arkansans | 162:5;214:20;216:1 | 118:8;126:1 | $232: 24$ |
| approach (3) | $178: 17$ | $\underset{\text { assigned (7) }}{ }$ | 130:6 |  |
| $60: 11 ; 81: 3 ; 173: 3$ | Arkansas (53) $4 \cdot 5,12 \cdot 5 \cdot 20 \cdot$ | 125:19;143:13; | auditorium (1) 44:19 | B |
| $35: 20 ; 53: 12 ; 82: 2$ | $10: 17 ; 13: 1 ; 21: 17$ | $197: 12 ; 214: 13$ | August (2) | Baby (2) |
| 132:19;198:20;200:9 | 26:12;28:4,15,19; | assignments (4) | 38:16;70:23 | 90:3,9 |
| appropriately (1) | 41:9;44:7;49:7,7; | 143:2,3,5;214:20 | Austin (3) | back (68) |
| $166: 25$ | 80:6,8;81:14;84:7; | assimilate (3) | 40:18;96:19, | $11: 21 ; 13: 15 ; 16: 1$ |
| approval (23) | 90:11,18,21;98:11, | 77:25;78:4;79:11 | authority (6) | 21:6;29:1;34:13; |
| 4:13,14;7:23;9:2 | 15;99:11,12;101:11; | assist (2) | $55: 23 ; 56: 15 ; 58: 1$ | $36: 22 ; 44: 9 ; 50: 19$ |
| 11:1;48:16;50:17; | 105:19;106:8,12,14; | 8:12;44:16 | 99:22;103:12;104:9 | $51: 5 ; 53: 1 ; 57: 10,12$ |
| 58:16;216:15;222:5, | 107:4,25;108:6,13; | assistance (3) | authorizer (1) | 61:3,10;62:8;63:14; |
| 10;223:2,7;224:15, | 125:15;172:18; | 49:4,5;128:1 | 81:24 | 66:8,17;70:17,20; |
| 18;226:14,16;228:3 | 173:23;191:8,12 | assistant (3) | authorizing (5) | 71:11;75:11;76:1 |
| $\begin{aligned} & 6 ; 229: 25 ; 230: 9, \\ & 232: 13 \end{aligned}$ | 202:14;204 | 20:1;202:1 230:16 | 70:16,16;167:1 | $\begin{aligned} & 14,25 ; 82: 17 ; 85: 2 \\ & 88: 19 ; 91: 17,21,2 \end{aligned}$ |
| approvals (1) | 24;226:21;227:5 | Association (3) | autonomy (1) | $23,23,25 ; 98$ |
| 215:11 | 230:10,12;234:24; | 28:19;49:8;223:16 | 73:21 | 100:22,24;102:16; |
| approve (19) | 235:24 | assume (2) | avail | 103:7;104:24; |
| 131:20;132: | arms (2) | 30:17;111:4 | 203:25 | 106:14;107:8,24; |
| 165:18;175:25; | 153:9,9 | assuming (1) | available (12) | 108:6,9;116:2,3,12; |
| 185:23;188:18; | arose (1) | 71:16 | 13:17;17:17,17,18 | 117:16;146:16; |
| 206:8;209:3,4,21,22; | 231 | assurances (1) | 49:24;60:6;70:18 | 147:2,3;153:11; |
| 220:1,23;224:4 | around (30) | astounded | 126:16,18,18;135: | 154:2;169:4;180:24, |
| 225:25;226:1; | 8:22;26:7,12; | astounded (2) | 203:20 | 25;183:5,7;188:4; |
| 227:18,19;232:12 | 32:11;33:25;41:15; | 67:11,12 | avenue (1) | 193:1;198:23;201:5; |
| approved (13) | 42:24;43:6,8;44:20, | at- (1) | 203:19 | 211:18;214:2;215:7; |
| 9:12,15;59:15; | 21;46:2,5,19;57:20; | 225:11 | average (4) | 216:8 |
| 109:9;143:13; | 60:3;79:15;108:15; | athletics (1) | 51:19;125:6; | back-and-forth (1) |
| 167:17;210:4,13,15; | 118:6;119:8,24; | 196:9 | 161:18;205:22 | 130:13 |

background (1) 84:21
backwards (1) 81:5
bad (3)
29:17;67:9;93:17
BADGER (3)
167:7,11,14
Bailey (10)
40:18;96:19,20;
102:20,21,21,23,24;
104:14,23
Baine (1)
223:20
Baker (13) 11:14;23:1;79:5; 84:25;86:8;93:5,9, 11;99:17;101:23; 103:1,24;105:23
Baker's (3) 85:2,3;86:5
band (1) 196:9
banquet (1) 30:24
Bao (1)
24:6
Barbara (2) 22:18;27:6
Barnes (16) 51:9;158:6,7,13, 14;160:4,6,15; 161:25;162:2;163:8; 164:18;166:4,6,7,8
Barth (100) 5:18,19;6:9,14,16, 19,23;7:9,23,24;11:1, 2;38:18,19;52:24,25; 53:22;54:7,17;55:8, 12,17,20,25;56:2,4, 11,21;57:4,20;59:10, 13;62:20,21;103:17; 118:23;121:12; 123:12,13;124:14; 131:18,19;132:8,12; 133:3,18,21;134:1,3, 11,15,17;135:1,2,9, 13,24;137:16,19,23; 138:2,5,11,14;149:7, 16;156:2;160:12; 161:25;164:13; 168:3,4,15;175:1; 176:22;186:2,6; 201:15,16;202:1,20, 23;203:1,3,9;213:4,9, 13,22;219:7,17,19; 222:10,18;225:9,16; 227:21;229:25; 230:1;233:19
Barth's (2)
60:1;137:10
base (1)
151:17
based (19)
44:11;54:11;75:4; 110:13;128:11; 131:11;135:17,21; 141:11;142:12; 156:7;173:7;187:9; 194:3;195:4;197:3; 199:17;214:25;219:4

## Baseline (3)

48:18;104:3;128:3
bash (1)
152:16
basic (2) 29:13,13
basically (11)
72:1;113:13,24; 114:5;147:5,6; 159:18;228:20; 231:2,5,11
basis (2) 139:21;198:16
battle (2) 20:25;85:24
bears (1) 129:20
beat (2) 227:24,24
beaten (1) 71:24
became (2) 98:14;160:17
become (5) 81:11;172:24; 173:22;177:5;211:19
becomes (1) 170:17
Bee (1)
24:7
befalls (1) 18:7
befriend (1) 33:8
began (1) 85:8
begin (10) 6:1;11:20;39:4; 51:11;59:19;87:15; 109:13;132:7;136:4; 189:23
beginning (4) 75:15;85:6;139:14; 162:18
begins (2) 48:7;91:22
begun (4) 97:10,11,12; 146:14
behalf (5) 40:1;90:15;111:21; 141:20;145:25
behavior (1) 147:10
behind (20)

65:5;77:7,18;78:9; 79:22;82:3;104:17; 108:5,15;117:16; 127:10;129:2,3; 153:21;196:24; 197:10,13,15;214:21; 218:5
Bell (6) 41:1;83:5,5,7; 101:12,15
bells (1)
196:13
below (4)
29:13;47:25; 160:14;205:13
benchmark (2) 28:12;125:8
benchmarks (5) 84:15;86:8,22,23; 125:6
beneath (1) 85:7
beneficial (1) 193:4
benefit (1) 201:22
Bentonville (2) 67:18;93:15
beside (1) 115:11
besides (1) 198:10
best (28) 19:24;22:25;23:4; 24:18;26:25;27:1; 44:16;47:8;50:6; 67:14;78:22,22; 84:19,23;85:11,17; 90:1;114:14,16,16; 115:16;132:13; 173:5,14;181:12,20; 197:18;228:13
bet (1)
67:15
BETTER (26)
4:2,6,12;8:6,9; 16:4;18:13;23:7; 35:15;47:10;79:1,1; 81:16;116:4,15; 117:23;169:23; 174:9;183:2;186:6; 199:19;205:4,11; 217:20;234:24; 235:24
beyond (8) 7:3;121:18;157:4; 184:2;202:4,19,21; 226:25
bicycle (1) 103:4
big (8) 21:8;98:10,11; 99:5,8;175:7;196:18,

20
bigger (1) 18:16
BIGGS (10)
228:8,11,13,23; 229:1,3,15,18,22; 230:8
Bill (8)
41:9;87:1,3;89:3,
12;106:7,20;192:16
birds (1)
31:7
bit (10)
5:23;14:20;29:3; 35:17;93:9;116:20; 118:11;120:18; 123:19;167:9
black (16) 5:11;10:1,2;28:4,7; 61:16,18;115:19; 208:20,21;232:15,16; 233:3,7,12,18
black-and-white (1) 155:7
blacks (1) 79:21
blended (3) 199:10;205:6; 213:3
blessing (1) 39:24
block (1) 196:4
blossom (1) 34:10
blue (1) 31:6
Bluff (7) 76:16;112:23,23, 24,25;114:3;173:21
board (188) 4:8;7:21;8:25; 10:25;11:17;12:13; 13:17,24,24;14:2; 15:8;35:1;40:1,1,11; 42:6,13,19,21,23; 43:5,9,10;44:5;45:6, 8;47:19,21,23;48:2,7, 9,10,12,16,17,25; 49:3,6,11;50:12,14, 15;52:8;53:19;54:2, 3,9;55:13,15,22,23; 56:8,15,23;57:11; 58:14;60:8,16;61:3, 7;63:5;65:16,21; 67:10;69:19,20,22, 24,25;70:16;74:14; 77:8;80:6;82:16; 83:10,12;85:3,16; 88:12,15,16,20;89:4; 91:11;93:8,8;95:6; 96:7;97:1,19;98:17; 99:4;100:17;102:16;

103:14,16,20;104:11, 16,16;108:3;110:3,5; 111:1,5,21;116:6,14; 117:21;119:14,25; 120:4,6;121:10,21; 123:4;129:7,10,23; 130:2;132:14;133:5, 24;134:9;135:3,24; 136:1,2,5;139:11; 143:12,25;145:16; 149:6;151:13;
157:13;158:8,8,14; 159:4,9,24;162:22; 163:17;164:3; 165:17;167:18,19; 169:10,14;171:19; 175:25;176:7,11,11, 20;177:3,5;179:7,14; 182:12;188:14; 189:18,22;192:19; 193:19;202:25; 204:20,23;207:13; 208:3;209:2,12; 220:16;222:6,8,9; 223:3,9;224:1,3; 225:8,24;226:18; 228:15,21;229:4
Boards (5)
49:8,13;75:6,20; 91:2
Board's (3) 9:22;167:22; 208:11
body (2) 53:20;64:7
Bollimpalli (1) 24:11
Booker (1) 80:11
books (1) 22:5
bored (1) 193:13
born (2) 89:20;107:9
bosses (1) 94:1
both (15) 26:1;33:5;41:1; 46:18;51:4;57:18; 75:8;112:7;142:19, 21;146:8;160:17; 161:16;171:19; 183:23
bothers (1) 220:16
bought (1) 109:6
bound (2) 110:11;125:11
bounds (1) 53:25
Bowen (1)
$87: 18$
box (1)
$180: 12$

180:12
Boyd (6) 167:12,13;168:3, 21,22,25
boys (4) 146:3,8,12,17
boys' (1) 147:8
Brad (1) 223:19
BRADBERRY (2) 62:2,5
Brady (1) 113:11
Brain (2) 24:7;203:1
Branch (1) 44:13
brand- (1) 110:8
branding (4) 46:3,12;47:8; 120:14
Brant (1) 98:4
bread (1) 67:15
break (14) 43:3;63:8,9,11; 89:5,18;91:24; 123:20;167:1,3,5; 208:5;221:8,9
breaks (2) 154:22;155:3
breath (1) 31:8
brick-and- (1) 196:10
brief (4) 23:15;61:21;90:22; 201:13
briefly (2) 11:21;77:12
bright (1) 5:8
brilliant (1) 33:21
bring (9) 4:13;20:18;46:17; 58:17,25;144:7; 222:3,4,22
bringing (3) 33:12;114:9; 218:19
brings (2) 94:25;95:2
broad (3) 53:5;55:7;56:14
broader (1) 133:15
broadly (2)

53:18;136:13
brochures (1)
92:22
broke (2)
37:17;38:23
broken (1) 109:17
brother (2) 117:9;146:8
brought (13) 8:11;67:17,18; 68:9;102:5;109:6; 156:14;162:22; 191:4,17;193:1; 229:5,6
Brown (1) 44:13
Bryant (6)
112:7,8,21;113:1,4, 7
bucks (1) 22:4
build (11) 36:4;37:1,3,16,25; 49:17;53:16;82:13; 86:1;128:13,14
building (23) 29:22;36:5;37:12; 57:18;63:16;71:17, 18,20;85:14;109:6,6; 127:18;128:5; 159:11,12;160:6,7,8, 9,24;162:25;163:3; 165:13
buildings (9) 35:15,25;36:2,3,7; 37:6,6,8,25
builds (1) 127:17
built (2) 36:9;37:6
bullet (1) 53:15
burden (1) 139:21
bus (2) 20:3;177:19
business (2) 97:4;110:16
businesses (1) 204:13
businesslike (1) 101:21
busy (2) 24:4;97:5

| $\mathbf{C}$ |
| :---: |

CAB (5)
53:12;61:2,9;63:2; 131:22
Cabot (19)
141:7;146:9,12,12,

17,18,23;147:7,19; 148:2;150:8,22;
151:22;152:2,8,9;
153:25;154:2,2
CABs (1)
59:15
CAC (2)
11:20;18:18
calculation (2) 51:12;54:23
calculations (2)
52:1;125:12
call (15)
18:21;34:17;47:13;
63:13;64:15;66:20;
74:4;82:15;86:9;
91:25;185:24;
193:20;194:8;
196:10;198:14
called (3)
32:14;59:12;98:10
came (14)
18:9;26:20;42:2;
44:11;68:3;84:24;
98:13;99:3;115:25;
116:1;123:15;164:8;
176:16;231:17
Camp (1)
29:14
Campus (4)
94:3;177:20;195:6, 7
can (114)
7:8;19:3;20:25;
26:9;27:3;29:6,14;
31:25;33:17;35:16,
18;37:24;38:10;39:4;
43:4;46:13;47:19;
50:4;55:1,18,20;60:5,
11;61:3;62:9;65:5;
66:20;68:7;69:3;
71:14;73:20;74:5,5;
81:22;93:18;94:1;
95:2,16;96:4;98:18;
99:21,21,22;103:23;
105:20;107:13;
110:20;111:4;114:6; 116:3;117:23;
118:17,21;119:1,12, 14,19;120:6,16,17; 122:6,19;123:3,5; 128:9,23;130:15,17; 133:14;137:21; 139:23;152:17; 154:5;156:3,17; 157:7;162:6,13; 170:1;171:17; 172:13;173:13,25; 174:17,18,21;177:5, 5;184:8;193:22; 194:17;199:1;201:7; 205:20,20;206:1,8; 207:4,8;208:13;

211:3,15;212:4,6; 216:8,13;218:13,21, 22;225:20;229:16, 18;231:19;232:20
cancel (3)
105:22;206:11,20
canceling (1)
152:11
cancer (2) 146:5,5
candidate (6)
174:7,13;175:23;
181:12;184:11,12
candidates (4) 174:2,18,20;184:9
capabilities (1) 34:7
capable (2) 216:20;217:15
capacity (7)
49:18;53:16;76:20;
127:18,18;128:5,13
capital (2) 36:24;37:14
car (1) 29:22
card-carrying (1) 90:11
care (19) 29:21;33:8;67:3; 69:12;96:5,6,8,10,10, 11,12,13,13;103:19, 22;117:6,14;123:18; 166:25
career (17) 32:9;68:12,13,16, 17,21;69:10;174:16; 192:8,25;193:21; 199:20;201:18,19; 202:4;224:16,19
careful (1) 38:8
caring (1) 86:19
Carnegie (2) 214:12,25
carried (2) 65:7;210:4
carries (10) 8:5;10:6;11:8; 43:25;138:24; 149:25;166:2; 168:21;224:13; 226:12
carry (1) 180:19
cart (1) 36:14
case (8) 139:17;151:6,6; 154:13,15;156:21; 166:14;217:17
cases (5)

69:22;149:7;156:5, 16;186:23
catch (1)
215:25
categories (2)
230:18,24
category (1) 54:16
Caucasians (1) 78:20
caused (1) 48:14
causing (1) 79:12
caution (1) 220:5
cease (1) 159:22
celebrate (3) 18:8,8;24:3
celebrated (1) 21:16
celebration (1) 33:18
Center (6)
8:20;26:7;29:1; 146:2;191:12;204:16
centerpiece (1) 7:12
centers (4) 68:12,13,21;69:10
Central (12) 5:19;27:12;28:11; 80:14,24;92:5; 106:14;107:2,23; 108:9;117:10;223:21
Central's (1) 26:10
ceremony (1) 67:21
certain (14) 48:3;121:1;133:7; 136:18;174:20; 175:6;182:8,15; 196:15;200:9; 215:17;217:2; 222:22;230:18
certainly (28) 17:17,25;42:17,19; 43:4;44:17,22;45:1; 47:3,8;48:20;50:4; 55:9;58:23;77:20; 78:14;111:7;124:20; 132:7;136:6;181:6, 21;205:20,20;206:3, 21;229:6,18
certificate (1) 146:24
certification (13) 172:17;175:23; 179:18,21;182:8,14, 25;185:17,19; 195:14;200:16;
209:1;212:23
certifications (4
190:23;199:14
200:10;202:13
certified (15)

177:3,5;181:13,15, 24;182:10,23; 183:15;184:10,12,13, 15;185:10;195:13; 202:15
certify (2)
50:23;52:3
cetera (2)
53:10;172:23
chained (1) 216:11
Chair (33)
41:17;42:23;44:2, 11;45:14,14,22; 52:20;63:24,25; 72:16;74:13;89:10; 102:23;104:16; 110:5;112:5;118:3; 124:24;139:5;150:6, 15;158:7;166:3,4,21; 167:13;168:22; 169:8;187:8;188:3; 207:22;226:17
Chairman (1) 96:25
CHAIRPERSON (337) 4:4,15;5:18;7:20, 24;8:1,4,7,24;9:2,19, 25;10:2,5,8,20,22; 11:2,4,7,10,13,23; 12:1;16:12;18:1; 34:24;38:17;39:25; 40:4;41:18,22,24; 42:3,16;43:14,18,21, 24;45:20;47:14; 52:23;56:1,3;57:5, 15;59:6,10,22,25; 60:14,21;61:16,19, 23;62:4,8,18,21,24; 63:7,13;64:3;74:9, 12;77:2,6,9,14,17; 79:24;80:1;82:19,21; 83:4,21,23;84:1,3; 87:1,4,6,11,13;89:2, 8,15,17;91:19,25; 94:10,13;96:17,19, 23;98:2,4;101:6; 102:19;104:13; 106:2,4;108:19; 110:23;111:14,17; 112:8,12,16,18,21; 113:3,6;115:7;118:1; 123:12;124:13; 130:4;131:18;133:1, 16,19,23;134:2,5,18, 21,25;135:11,14,16; 137:8,25;138:18,21, 23;139:2,8,14,17,25;

140:6,9,12,14,17,23; 141:2,5,13,17; 142:16;144:14,17,19; 145:4,7,15,17,20,22; 147:15;148:13,17,21; 149:2,15,18,21,24; 150:3,16,21;151:2,9; 155:24;156:1,16,20, 23;157:1,10,15,18, 21,24;158:3,10; 160:11;161:4,23; 164:17,22,25;165:3, 15,20,23;166:1,5,16, 20;167:1,8;168:2,6,8, 10,12,14,20,23;
169:1,4,24;170:1,22; 171:6,10,17;172:2; 174:23;178:10,13; 181:7,9;183:3,5,10; 184:17,22;185:3,13; 187:3;188:1,10,13, 23;189:1,4,9,13,25; 190:5,8,10;200:5; 201:10,14;203:10; 207:2,9,13,18,24; 208:2,5,9,15,17,21, 24;209:4,7,10,14,16, 19,22,25;210:3,10, 12,15;212:5,10,15, 18;213:23;214:4; 218:25;219:3,10,19, 22,25;220:21,25; 221:2,4,6,12,20; 222:7,12,14,16,21,23, 25;223:6,12;224:2,6, 9,12,17;225:7,23; 226:1,4,7,11,15; 227:7,10,17,19,23; 228:2,5,9,22;229:23; 230:1,4,7,11;231:23; 232:11,13,16,22,25; 233:5,11,17
CHAIRPRESON (1) 145:11
challenge (5)
74:16;172:7,12,21; 175:22
challenged (1) 21:6
challenges (7) 126:3,3,6;127:3,9; 132:10;186:11
Chamber (4) 69:2,3;82:12;191:9
CHAMBERS (21)
43:17,18;57:5,6; 60:21,22;69:14; 134:4,5;157:17,18; 165:18,21;209:3,5, 21,23;219:1,3,4; 221:1
Chambers' (1)
63:1

Champ (1) 24:7
CHANCE (12)
4:2,6,12;8:6,9; 13:3;15:7;27:3; 163:6;187:15; 234:24;235:24
change (15) 66:13;79:11,12; 82:25;128:16,17; 135:10;136:1;147:3; 159:1;179:18;182:1; 219:5,13;229:13
changed (7)
77:25;158:24;
159:14,14;164:4,6; 193:24
changes (9)
78:3,13;95:1,3;
156:6;181:3;228:18; 229:4,5
changing (5)
79:10;158:1,4;
180:24;199:23
chant (1)
91:22
charge (2)
102:6;176:3
charitable (1) 37:7
Charles (2)
108:20,23
chart (5)
5:8,10,13;8:15,16
charter (55)
14:8;15:20;37:1; 53:9;67:25;70:8,9; 72:3;73:13;75:25;
81:15,22,24,25;88:4,
8,10,18,22;92:19;
93:3;95:12;109:8,11,
18;110:12;113:21; 114:4,5;115:4;
116:23,25;122:20;
158:18,24;167:6,7, 10,11,15,16,21;
168:5,16;169:11; 174:5,21;177:13; 180:21;189:20;
191:16;201:6;
203:16;220:8;230:20
charters (13)
53:9;66:7,19;76:2, 12;82:3;85:8;92:13; 122:5;169:3,7; 185:16;189:12
charting (1) 116:16
charts (1) 5:16
cheap (1) 20:16
check (3)

143:20,22;229:15
Cheryl (1)
230:14
Chesterfield (5)
41:6;63:22;74:12,
13;77:3
child (3)
14:21;37:11;
115:23
Childcare (1) 8:20
children (33)
5:14;6:7,20;13:1;
20:9;21:21;74:25;
76:8;85:23;86:19;
89:25;90:16,25;93:2,
20;95:7;99:13;
111:23;113:10;
117:13;129:17;
130:21;144:4,6,7;
146:19;151:21,23;
152:19;153:4;
154:16;183:25;
217:15
children's (1) 90:24
choice (39) 47:13;79:4;85:24;
86:2,11;91:6;95:15;
101:3;109:22,23;
110:4,7;112:3;
113:17,17;114:22;
138:25;139:3,11; 141:8;142:4,8,11,12,
15,21;148:24;149:4,
13;150:1,4,9;151:7,
20;156:8;157:12;
166:18;199:4;238:24
choices (2)
114:25,25
choir (1)
196:9
choose (8)
31:25;41:2,13; 93:14;95:8;195:3; 224:23;225:21
CHORUS (24)
8:3;10:4;11:6; 43:23;62:23;134:24; 138:22;149:20; 157:20;165:25; 168:19;189:8; 208:23;209:9,18; 210:2;219:24;221:3; 222:15;224:11; 226:9;228:1;230:6; 232:24
chose (2)
53:19;165:10
chosen (7)
14:6;40:15,16;
92:14,15;93:21;94:9
circulation (1)

25:9
circumstances (3) 54:12;60:7;156:17
cited (2)
57:19;118:6
cities (3)
19:3,4;99:5
citizen (5)
46:1;119:13,24; 120:4;121:21
Citizens (3) 80:7;83:13;95:4
city (24)
64:18,20;81:7; 85:3;98:10,12; 106:25;158:16; 169:3,7,13;170:23; 171:8;173:2,6; 177:19,22,23;178:15; 183:23;186:11; 192:2,24;218:8
Civic (10)
15:4,8;37:23; 38:14;45:25;97:3,18; 115:24;116:13,17
civil (1)
65:9
clap (1)
21:19
claps (1) 126:11
clarification (1) 156:2
clarifications (1) 221:23
clarify (1) 188:5
clarity (5)
57:23;62:14;134:8; 136:4;188:8
Class (9)
26:10;175:9;194:6; 195:19;197:14; 198:3,4,25;199:1
classes (9)
179:10;195:17; 196:8,11;197:8,11, 12,14;199:4
classification (7) 48:15,22;158:22; 159:10,19,25;164:19
classified (3)
41:11;158:19; 197:8
classify (3)
158:15;159:9;
160:25
classroom (19)
19:9,12;20:13; 87:20;115:18,19; 174:20;194:1,11,12, 12,18;195:21;197:17, 22;198:18;212:2,20,

| 21 | 122:25;123:2;211:13 | Commissioner (84 | community (64) | concept (3) |
| :---: | :---: | :---: | :---: | :---: |
| classrooms (2) | colleag | 13:14;14:3,6,9; | $12 \cdot 9,13,14 \cdot 13.21$ | 8:11;114: |
| 155:19;194 | 7.18 | 21:5;25:25;27:24,25; | 16:6,23;20:11; | oncepts (1) |
| Clay (32) | college (30) | 39:19;40:8,12;43:14; | 38:9,22,25;39:6; | 195:23 |
| 56:17,18 | 94:2;106: | 44:1;47:2,3,16;48:2, | 44:7;47:19,21;48:7 | concern (17) |
| 112:4,5,10,13,17; | 175:11,12,15,19,2 | 6,16;49:16,20;52:23; | 10,17,25;49:11,14, | 7:14;14:18;35: |
| 131:23,24,25;132: | 176:2,7,10,11,20; | 53:15;54:7;55:2,9,16, | 18;53:2,8,16,18;54:5, | 83:2,162:19,23 |
| 3;169:15,18,18 | :6,14;186:7 | 19,21;56:10,13,19; | 8;57:22;58:13;60:25; | 77:1;178:24;17 |
| 22,25;170:2;171:19; | 191:8,19,23;192:2,8, | 57:2,14;58:3,7,9; | 67:21;69:12;75:6,20; | 15;180:1;186:2; |
| 188:2,3,17,20; | 25;199:19;200:23; | 59:11;60:9;61:6,1 | 76:7;77:22,22;83:9, | 215:7,9;216:24; |
| 190:17;208:7; | 2:14:204:22 | 72.9.80:7.81.12 | 12,16;91:13;93:16; | 217:6,10 |
| 211:8,11;214:1; | 205:18;223:21, | 82:7;85:16;88:1 | 97:6;102:1;104:11; | concerned (8) |
| 219:12 | 224:1 | 97:1,20;102:6; | 114:2,4,19;116:21; | 26:16;80:7;17 |
| clear (20) | Colleges (1) | 103:12,21;104:15,17, | 123:9,18;129:6,23; | 18;186:21,21;215:4; |
| 35.23-46 | 223: | 25;105:16;108:3; | 131:12;132:14; | 216:19 |
| 53:22,25;54:4;61:13 | Collins (3) | 115:25;116:10; | 133:5;175:10;191:4, | concerning (5) |
| 73:16,22,23;84:12; | 98:5,6,23 | 117:4;121:4,17 | 7,8;192:6;218:17,20 | 43:15;44:6;45:20 |
| 95:24;128:23;132: | collusi | 124:14,16;126:1 | community's (1) | 170:25;224:3 |
| 135:9;160:11,12; | 65:20 | 131:17,23;132:6 | 14:25 | concerns (13) |
| 161:6;210:17,17 |  | 166:3,7,20,21;187:8, | c | 13:21;14:22,2 |
| clearer (1) |  | 24;188:16,21;207:21, |  | 1:16;111:8;114:3; |
| 160:22 | c | 25;208:7;210:11 | compete | 123:1;125:1;202:3; |
| clearl |  | 11:17;226:18 | 24:12 | 216:9;229:1,7,9 |
| 72:21;1 | colum | 230:16, | competiti | concludes (1) |
| 161:13 | 35:3 | co | 26:25 | 188:13 |
| Clinton (3) | comfo | 135:24;136:7 | compe | conclusion (1) |
| 81:2;106 | 137:14;194:1 | 137:21;138:9 | 15:18;37:13 | 139:22 |
| close (6) | 197 | commitment (8) | competitors | conclusions (1) |
| 13.2.3 | comin | 18:11:118:22 | 23:4,5 | 111:25 |
| 82:10;110:15;153:7 | 6:5 | 22 | compla | concordance (4) |
| closely (1) | 51:8;71:22;75:18 | 136:11,16;218 | 103:3 | 54:21;123:21; |
| 191: | 77:7;82:24;94:22 | commi | comp | 124:1;133:13 |
| clos | 125:3;129:3;184:20 | 19:2;38:10;94 | 12:11;103: | concrete (1) |
| 169: | 87:19;200:22; | comm | 214:18 | 55:4 |
| closing | 214:6;220:7,1 | 12. | com | concurrent (15) |
| 30: | comma | 16:22,23,24,2 | -3 | 175:8,14,18;176:3, |
| 153:6,8;155:22 | :22 | 17:22;18:19,20 | com | 9;178:2;179:8,10; |
| osures (1) | com | 37:23;38:14;45:5,11; | 165:11;206 | 85:25;199:4,14; |
| 122:6 | 35:2;227 | 46:1,18;60:17;88:9; | completes (1) | 200:10;203:22; |
| oaching | Comm | 97:3,19;101:16; | 176:8 | 212:24;216:25 |
| 127:23 | 27:9 | 115:24;116:13,17,17 | completi | condition (1) |
| co-conspi | comm | 120:12;129:24 | 124.9 | 35:11 |
| 42:21 | 38:19;40:10;41 | comm | complimen | conditions (2) |
| Code (3) | 43:7,9,12;45:2;58: | 12:16;16:22;4 | 171:25 | 47:24;50:23 |
| 49:7;213:7 | :23;61:17,25;62:9, | , |  | onduct (2) |
| coffin (1) | ,16;63:1,8,10,12, | 122:12,13,17 | 142:3,5 | 49:15;167:20 |
| 85:13 | 15,19;77:17;92:1; | committing (1) | componen | confer (2) |
| Coffma | 108:20,22;110:2 | 136:18 | 51:13 | 40:18,19 |
| 134:19, | 112:6,11;131:20; | comm | composition | conference (1) |
| 20;222:17;233:10, | 45:8;156:1, | 33: | 135:10,25 | 193:19 |
| collaborate (1) | 185:15;187:6; | comm | comprehension | nferenc |
| 70:11 | 27: | 24:2 | 211:4 | 191:15;198:15 |
| collabora | 228:15,16;232:1 | common | mprehensive | 206:1 |
| 43:2 | comme | 76:2 | 125:15;166:12 | confidenc |
| collaboration (6) | 40.7,47.15,59.7 | communicate (3) | mpTIA (1) | 76:7 |
| 68:6,8,10;91:12; | 2:6;74:10;83:9 |  | 00 | onfident ( |
| 191:3, | 94:11;111:1,3,7 |  | compulsiv | 55:5;84:18;129:15 |
| collaborative (2) | 118:4;124:13; | communication (7) |  | nfiguration (4) |
| 23:19;102:3 | 129:12;137:8 | 16:23;17:21;23:19 | computer (5) | 159:2,8,14;194:10 |
| colleague | 41:22;157:2; | 46:6;77:13,21;129:9 | 22:14;200:16 | conflict (1) |
| 57:20 | 188:1;228:17 | com | 202:16;206:5;211: | 14:5 |
| colleagues | Commerce (4) | 84:17;92:22;93:19; | computers (1) | confused (4) |
| 38:23;121:7; | 69:2,3;82:12;191:9 | 114:2;119:2 | 21:7 | 66:4;67:4;78:4; |


| 211:2 | constraints (1) | convoluted (1) | 30:13,14,18;34:16; | 176:10 |
| :---: | :---: | :---: | :---: | :---: |
| confusing (1) | 7:7 | 233:12 | 38:1;40:5;48:18; | crisis (1) |
| 152:25 | consultants (1) | Co-op (3) | 171:14;172:11 | 106:14 |
| confusion (4) | 101:25 | 187:11,12,13 | courage (1) | criteria (2) |
| 46:5,21;57:21;61:5 | consumer (2) | cooperate (1) | 32:9 | 82:1;83:17 |
| conjunction (3) | 172:22;196:9 | 78:13 | course (3) | critical (1) |
| 51:20;171:15; | contact (2) | cooperation (1) | 30:25;55:3;85:4; | 172:18 |
| 179:25 | 198:9,13 | 102:2 | 97:5;109:16;124: | critically (1) |
| connect (1) | contemplate (1) | Cooperative (3) | 11;130:12;137:23; | 180:17 |
| 17:1 | 124:21 | 10:17;23:18;39:1 | 144:9;145:15,17; | criticize (1) |
| connected (2) | content (3) | coordination (2) | 170:23;175:15,24; | 15:5 |
| 9:11;61:12 | 210:24;213:19; | 12:25;180:14 | 176:8,15;177:2,6; | Crossett (2) |
| connection (1) | 215:16 | coordinator (2) | 190:24;200:23; | 44:10;98:1 |
| 194:16 | context (2) | 179:25;182:16 | 213:6;214:14,15,18, | cry (1) |
| conscientiousness (1) | 59:18;133:15 | Copenhagen (1) | 21;215:1,6,6,11,16, | 85:25 |
| 46:2 | continue (21) | 24:7 | $20 ; 216: 14,16$ | cultural (3) |
| consensus (3) | 6:6;36:23;52:16; | copy (1) | courses (20) | 107:12,12,19 |
| 134:12;136:6 | 66:18,19;73:4;81:17; | 24:15 | 175:6;178:2,3; | curious (2) |
| 203:6 | 92:1;110:19;116:9; | core (11) | 179:2,6;183:24; | 7:17;70:18 |
| consent (1) | 129:22,25;173:13; | 185:18,18;190:21; | 186:4;190:21,22; | current (14) |
| $232: 4$ | 184:8;197:6;220:18, | 195:10;198:7;201:1; | 200:15;202:17; | $10: 16 ; 46: 1 ; 50: 12$ |
| consequence (2) | 19;224:21;225:6; | 202:10;227:5,13; | 209:2;212:24; | 14;97:2;159:15,20, |
| 92:10;108:12 | 231:6,10 | 230:25;231:7 | 213:10,14;226:14,16, | 25;160:1,8;162:5; |
| consider (19) | continued (3) | corporate (1) | 23,25;227:1 | 164:19,20;217:9 |
| $13: 18 ; 56: 7 ; 58: 23$ | 49:18;53:17;86:4 | 110:13 | COURT (9) | currently (20) |
| $67: 13 ; 87: 24 ; 117: 21$ | CONTINUES (3) | corporations (1) | 11:17;27:25;91:21; | $50: 14 ; 52: 16 ; 80: 14$ |
| 123:23;132:20; | 74:11;109:12; | 92:15 | 142:1;149:12;167:4; | 151:22;162:21,25; |
| 133:9,16;135:4; | 126:7 | Corps (1) | 177:10;193:18;233:9 | 172:10,16;173:6; |
| 136:12,14;137:12,14; | continuing (2) | 173:24 | Courtney (2) | 177:19;178:1; |
| 138:14;146:10; | 66:5;166:19 | corrected (6) | 139:6;150:6 | 183:14,16;194:5,25; |
| 147:8;156:17 | contract (2) | 50:24;105:2,5; | Covenant (2) | 195:6,13;199:15,25; |
| CONSIDERATION (27) | 51:3;86:5 | 130:1;163:21;211:13 | 23:6;81:20 | 225:4 |
| 4:2,5;8:6,8;11:11, | contracted (1) | correcting (1) | cover (1) | curriculum (16) |
| 13;16:10;41:8;112:2; | 15:22 | 49:14 | 172:13 | 172:15;179:23,24; |
| 138:25;139:3;149:3; | contracts (2) | corrections (3) | covering (1) | 182:17;183:21,22,24; |
| 150:1,3;157:11; | 4:10,11 | 51:6,10,11 | 80:23 | 195:15;196:19; |
| 158:1,4;166:18; | contributed (1) | correctly (2) | Coy (4) | 198:20;205:8,8; |
| 180:6;221:10,14; | 161:7 | 4:21;164:12 | 226:15,17;227:11, | 213:19;214:17; |
| 223:2,7;228:3,6; | control (30) | Cory (1) | 16 | 216:15,16 |
| 230:9,11 | 13:16;52:7;54: | 228:13 | crack (1) | curriculums (1) |
| considered (7) | 10;55:14;57:12; | cost (2) | 97:11 | 215:12 |
| 122:10;136:13; | 68:10;69:17,21; | 177:1;178:1 | create (1) | curtains (1) |
| 197:11;205:12,22; | 72:21;73:18,20; | council (3) | 66:19 | 65:6 |
| 229:6,13 | 81:19;82:17;83:15 | 40:25;90:17 | created (5) | custodian (1) |
| considering (1) | 84:17;86:20,24; | 227:13 | 60:8;119:11; | 20:2 |
| $133: 24$ | 95:18;99:24;100:22; | counsel (2) | 141:25,25;142:14 | cut (1) |
| consist (1) | 102:9,16;116:2; | 35:6;169:19 | creating (3) | 124:11 |
| 48:25 | 117:23;121:3,14; | count (1) | 74:3;132:14;133:4 | cutting (2) |
| consistencies (1) | 122:1;124:7;199:7 | 25:15 | creation (4) | 42:13,17 |
| 149:10 | convenient (2) | counter (2) | 66:6;131:21,21; | cycle (1) |
| consistency (8) | 75:22,23 | 86:3;119:6 | 132:13 | 29:21 |
| $\begin{aligned} & 154: 12,14,14,16 \\ & 21,23 ; 156: 4,13 \end{aligned}$ | conversation (16) $46: 8,24 ; 47: 18 ;$ | $\begin{aligned} & \text { counting (1) } \\ & 206: 5 \end{aligned}$ | $\begin{aligned} & \text { credentials (1) } \\ & 67: 2 \end{aligned}$ | D |
| consistent (1) | 62:13;116:12;118:5, | country (3) | credit (21) |  |
| 133:20 | 11,25;120:10,15; | 75:3;107:14 | 175:14,15,19 | dad (2) |
| consistently (1) | 124:4;136:6,19; | 179:15 | 176:3,19;178:4,6; | 89:20;90:2 |
| 28:6 | 159:5;164:14;219:5 | County (12) | 185:25;186:8; | Dallas (1) |
| consolidate (1) | conversations (2) | 8:21;27:1;67:17; | 190:24;199:4,14; | 99:9 |
| 38:7 | 118:18;122:4 | 69:20;74:18,21;75:9; | 200:10;203:8,23; | dance (1) |
| conspiracy (2) | conversion (7) | 83:8;101:14,18; | $212: 24 ; 214: 12$ | 28:3 |
| 43:1;64:1 | 158:18,24;167:6, | 142:2;221:15 | 215:1;216:10,25; | dancing (1) |
| constitutes (2) | 11;191:16;201:6; | couple (12) | 217:16 | 29:16 |
| 120:6;166:15 | 203:16 | 22:4;26:3;27:14; | credits (1) | dangerous (1) |

\begin{tabular}{|c|c|c|c|c|}
\hline 100:12 \& 71:9 \& 82:1 \& 157:12;166:18; \& desire (3) <br>
\hline Daniel (1) \& deal (3) \& deems (1) \& 213:23;219:22 \& 43:5;57:22;224:20 <br>
\hline 98:19 \& 21:8;68:1;83:9 \& 81:24 \& denied (12) \& desk (1) <br>
\hline Dark (2) \& dealing (4) \& deep (1) \& 149:25;151:8,24; \& 21:1 <br>
\hline 67:7;71:21 \& 13:25;14:1;53:21; \& 109:21 \& 152:5;154:15,18; \& desks (1) <br>
\hline Darling (2) \& 83:16 \& deeply (1) \& 156:6;189:10; \& 193:25 <br>
\hline 115:16,16 \& deals (1) \& 217:20 \& 210:13,15,19,22 \& despite (2) <br>
\hline dash (1) \& 19:6 \& define (1) \& Denise (2) \& 71:11;81:15 <br>
\hline 153:25 \& dealt (1) \& 197:4 \& 191:24;210:23 \& destroying (1) <br>
\hline dashboard (1) \& 34:16 \& defined (2) \& Denmark (1) \& 110:16 <br>
\hline 197:25 \& Dean (24) \& 75:1;230:25 \& 68:14 \& detachment (5) <br>
\hline data (31) \& 59:6,9;87:19; \& definitely (2) \& Dennis (1) \& 143:12;221:10,16; <br>
\hline 5:24;7:3,4,8,13,15; \& 207:15;209:6,7; \& 119:8;217:10 \& 146:1 \& 222:3,5 <br>
\hline 20:15;51:8,19,20; \& 218:25;219:2; \& definition (2) \& denoted (1) \& detail (3) <br>
\hline 73:13,14;85:13; \& 223:18,20,23;224:8, \& 48:23;145:3 \& 213:4 \& 5:21;119:24;214:9 <br>
\hline 109:20;126:9,10,10, \& 9;225:25;226:2,3; \& degree (2) \& deny (15) \& details (4) <br>
\hline 14,20,23,25;127:2; \& 227:9,11,18,20; \& 184:16;215:17 \& 81:24;139:23; \& 5:7,13;20:19; <br>
\hline 130:13,15,25;131:13, \& 233:7,9,16,18 \& degrees (1) \& 142:14;149:13,16; \& 192:13 <br>
\hline 14;138:14;161:21; \& deans (1) \& 185:10 \& 150:9;154:20; \& determination (3) <br>
\hline 162:12;163:7 \& 223:22 \& delightful (1) \& 157:14,15;170:20; \& 51:16;132:2; <br>
\hline date (7) \& death (2) \& 109:24 \& 188:19,25;189:5; \& 167:21 <br>
\hline 45:11,13;55:4; \& 146:24;156:19 \& delineation (3) \& 209:13,14 \& determinations (2) <br>
\hline 75:21;163:17; \& debate (5) \& 46:15;73:16; \& denying (1) \& 51:2;124:19 <br>
\hline 170:17;173:18 \& 26:15,18;92:11,11; \& 120:14 \& 154:14 \& determine (2) <br>
\hline dated (1) \& 94:1 \& delirious (1) \& depart (1) \& 44:16;51:21 <br>
\hline 35:22 \& debater (2) \& 233:12 \& 233:1 \& determined (1) <br>
\hline dates (1) \& 27:1;92:5 \& deliver (1) \& Department (14) \& 88:3 <br>
\hline 45:15 \& debaters (1) \& 172:9 \& 6:5;80:6;99:11,12; \& determines (2) <br>
\hline daughter (14) \& 26:20 \& delivered (1) \& 128:11;129:9; \& 44:20;48:13 <br>
\hline 107:9,11,16,20; \& decades (1) \& 182:18 \& 169:19;172:18; \& developed (3) <br>
\hline 108:1;146:18;147:4; \& 131:5 \& delivering (2) \& 180:15;182:12; \& 101:23;102:2; <br>
\hline 151:21;153:5,11,11, \& December (2) \& 179:23;182:15 \& 185:6;224:21; \& 179:24 <br>
\hline 19,23;155:6 \& 71:1,12 \& delivery (1) \& 225:19;230:15 \& DEVELOPMENT (4) <br>
\hline Davis (8) \& decide (4) \& 179:6 \& depend (1) \& 4:3,6;127:4,16 <br>
\hline 139:4,4,7;148:14; \& 93:19,20;116:18; \& Dell (6) \& 138:8 \& Developmental (1) <br>
\hline 178:16;228:10,12; \& 167:24 \& 22:2,10,11,12,14, \& Depending (2) \& 146:2 <br>
\hline 229:16 \& decided (2) \& 15 \& 51:17;113:15 \& devil (1) <br>
\hline dawning (1) \& 69:6;164:14 \& Delph (3) \& deployments (2) \& 119:23 <br>
\hline 18:6 \& decimate (1) \& 92:2,4,4 \& 154:9,10 \& devote (1) <br>
\hline day (30) \& 109:23 \& delving (1) \& deploys (1) \& 128:5 <br>
\hline 18:6,6,6;19:17,25; \& decision (10) \& 20:19 \& 154:8 \& DH (1) <br>
\hline 23:14;25:24;30:20, \& 59:18;68:4;121:13; \& demand (5) \& depth (5) \& 26:14 <br>
\hline 23,25;32:7,10;33:7, \& 139:23;150:8;156:9; \& 64:19;76:13;105:7, \& 32:15;105:20; \& DHS (1) <br>
\hline 18;86:7;90:1;93:25; \& 167:18;168:4; \& 15,15 \& 107:12,14,19 \& 5:3 <br>
\hline 106:23;110:2; \& 170:15;180:24 \& demanding (4) \& Deputy (1) \& dial (1) <br>
\hline 132:18;147:4; \& decision-making (1) \& 73:15,16,23;186:4 \& 173:17 \& 193:18 <br>
\hline 186:20;194:6,8; \& 48:4 \& democracy (4) \& derisive (1) \& Dianna (2) <br>
\hline 196:5,12,15;199:12; \& decisions (9) \& 72:19;73:3;75:1; \& 83:17 \& 44:15,15 <br>
\hline 201:3;206:7 \& 16:4,8;93:13; \& 101:2 \& describes (1) \& dictate (1) <br>
\hline days (9) \& 107:18;108:12,16; \& democratically (2) \& 47:10 \& 196:14 <br>
\hline 33:21;110:10; \& 122:19;131:11,11 \& 65:16;110:2 \& deseg (1) \& died (2) <br>
\hline 130:20,25;170:16; \& declared (2) \& demonstrate (1) \& 156:7 \& 76:4;146:15 <br>
\hline 206:5,20,21;209:20 \& 60:24;143:4 \& 120:23 \& desegregation (5) \& differ (1) <br>
\hline dead-end (1) \& declining (1) \& demonstrated (2) \& 92:20;141:11; \& 149:9 <br>
\hline 68:20 \& 221:25 \& 72:22;215:15 \& 150:24;151:5;156:4 \& difference (3) <br>
\hline dead-ends (1) \& decorated (1) \& demonstrates (1) \& deserve (1) \& 20:16;34:19; <br>
\hline 68:15 \& 21:16

del \& 216:13 \& 181:6 \& 216:11 <br>
\hline dead-level (1) \& dedicated (2) \& demonstrating (1) \& design (2) \& different (33) <br>
\hline $19: 24$

deadline (5) \& 23:21;30:22 \& 216:2 \& 14:3;109:16 \& $$
16: 21 ; 17: 3 ; 23: 17
$$ <br>

\hline deadline (5) \& dedication (5) \& Denial (12) \& designate (1) \& 20;30:18;40:21;42:7, <br>
\hline 50:8;70:15,19; \& 26:22;32:16;36:18; \& 112:2;138:25; \& 202:10 \& 8,10,11;50:13;58:5; <br>
\hline 71:3,20 \& 38:20,22 \& 139:3,22;141:11; \& designations (1) \& 72:22,23;128:25; <br>
\hline deadlines (1) \& deemed (1) \& 149:4;150:1,4; \& 132:3 \& 130:8;133:17; <br>
\hline
\end{tabular}

| 142:23;144:10,10; | 5:24;170:13 | $21: 12,15,16 ; 25: 12,$ | diversity (1) | 2;12:2;18:18;38:17, |
| :---: | :---: | :---: | :---: | :---: |
| 149:9;153:3,4,16,18; | 22 | 2:6; | 107:12 | 19;52:24,25;53:22; |
| 161:8;194:3,15; | discussions (1) | 34:2,5,15;36:2 | divert | 54:7,17;55:2,8,12,17, |
| 197:9;203:4;205:21; | 52.11 | 37:25;41:12;49:2,19; | 91:9 | 20,25.56:2,4,11,21. |
| 212:25;226:22 | disen | 50:2,21,25;52:6,9,17; | divid | 57:4,20;59:10,13 |
| fferently (3) | 119:6 | 53:17,21;58:2;63:1; | 30:11 | 60:1;62:20,21; |
| 2:6;69:25;1 | disillusio | 64:17,19,24;65:15, | ivisi | 103:17;118:23 |
| difficult (7) | 119:6 | 22;66:12,16,20; | 189:16 | 121:12;123:12,13,19; |
| 38:2:75:17 | d | 68:22,23;70:1,13 | divvy (1) | 124:14;125:18; |
| 149:8,14;15 |  | 72:14,21;73:4,10 | 73:5 | 128:8;131:18,19 |
| 212:7 | d | 74:1,16,17,18,19,20, | (1) | 132:8,12;133:3,18 |
| digi | 65:23;104:8 | 20;76:6,15;77:23 | 7:4 | 21;134:1,3,11,15,17 |
| 30:11;201:2;206:6; | dismissin | 78:3;80:21;82:18 | doable (1) | 25;135:2,9,13,24; |
| 209:20 | 13:21 | 83:14;85:15,19; | 124:16 | 137:10,16,19,23; |
| digitalize | displace | 86:13,18;90:13 | doctor | 138:2,5,11,14; |
| 205:7 | 65:16 | 92:13,21,24;93: | 146:1;174:2 | 140:24,25;146:1; |
| diligently | disregar | 94:21;95:10,17; | doctorate | 149:7,16;150:21; |
| 129:4 | 143:8 | 97:22;98:1;101:1 | 174:14 | 156:2;159:4,23; |
| diminish | disrepair | 25;102:9,25;103:13 | DoDEA | 160:12,22;161:2,3,5 |
| 76:6 | 35:14 | 104:1,10,10,18; | 52:20 | 25;162:12,15; |
| Dionne ( | disrupt | 105:1;108:25;109:2; | dollars (6) | 163:23;164:13,24,25 |
| 12:3;18 | 155:19 | 110:19;113:9,11,22; | 9:4;37:7;91 | 165:1,4;166:11,13; |
| direct (1) | disrupted | 115:2,13,14,23; | 127:14,15;128 | 168:3,4,15;169:16; |
| 130:18 | 147:11 | 116:4,15;117:2, | ollarway (3) | 171:9,12;172:3; |
| directed | dissensio | 22;119:4;123 | 76:16;115:3 | 175:1,4,17,21;176:4 |
| 27:20;104 | 42:24 | 129:18;131:3 | Don (1) | 12,22,24;177:14,18, |
| recting | dissent | 132:17;138:16 | 28: | 22,25;178:5,8,1 |
| 132:6 | 3:11 | 139:15,21;140:1, | done (2 | 183:9,13;184:21,25; |
| direction | dissip | 24;141:7,9,14,15,2 | 12:24;1 | 186:2,5,6;187:14; |
| 38:7 | 97:16 | 142:7,11;143:15 | 2:19;30:3;55:1 | 188:4,11;192:15,22; |
| directly | distract | 144:5,6;146:18,2 | 94:6;104:7;105:18 | 201:15,16;202:1,20, |
| 38:12;97 | 32:11 | 149:11;150:9,11,23 | 117:17;118:17; | 23;203:1,3,9;211:17 |
| director (1) | distracted | 151:4;152:7,18,23; | 122:17,23;129:12,13, | 213:4,9,13,22;214:4 |
| 191:5 | 19:23;20:6 | 153:10;155:5,6,15; | 14;132:4;135:18; | 6,8;217:1,7;219:7,17 |
| disabled | distress | 158:17,23;163:9 | 138:1;164:10;180: | 19;221:17,19,22; |
| 94:7 | 16:22;47:24;48:1 | 166:11;167:6,10; | 21;192:4;224:24; | 222:10,18,20,22,24; |
| disadvan | 23;49:15,21;50:22 | 169:2,3,5,5,7,9,12, | 227:3,14 | 223:1,18,19,20,23; |
| 86:14 | 24;51:1,12,16;52: | 170:3,8,11;171:8 | Donny (1) | 225:9,16;227:21 |
| disagree | 13;54:24;56:6,9; | 174:11;176:17; | 223:18 | 229:25;230:1;233:19 |
| 154:21 | 65:14;66:1;67:3; | 178:1,15,19;181:19 | door (1) | draw (2) |
| discipline | 76:7;79:20;84:10 | 182:17;183:6,20,23; | 110:15 | 169:12;189:20 |
| 49:17 | 104:4;105:1;125:20, | 189:11,12,13,15,17, | Dorado | dreaded (1) |
| disconnect | 25;128:4,23,24; | 20,21;190:24;195:1; | 98:24,25,25 | 84:21 |
| 193:20 | 129:1;130:1,3,9 | 214:15;215:23; | dots (1) | dreams (1) |
| discouraged | 132:3;135:20 | 221:16;230:21; | 72:16 | 114:18 |
| 119:5 | 147:22;148:1,2,23 | 231:13;236:24; | Doug (1) | drill (1) |
| discover | 152:1;153:12;158:2, | 237:24 | 2:1 | 162:16 |
| 217:24 | 6,17;161:20;164:7; | District/Pulas | Dover (2) | drink (3) |
| discovere | 165:5 | 221:15 | 98:1 | 95:11,12,13 |
| 171:24 | distressed | districts | down (31) | drive (4) |
| discriminating (3) | $16: 19 ; 81: 21$ | $\begin{aligned} & 20: 18 ; 29: 10 ; 37 \\ & 56 \cdot 0 \end{aligned}$ |  | $147: 3 ; 153: 2$ |
| $144: 24 ; 145: 2,3$ | $\begin{array}{\|c\|} \hline \text { distribute (1) } \\ 225: 13 \end{array}$ | $56: 9 ; 59: 15 ; 74: 3$ | $17 ; 31: 9 ; 36: 14 ; 44: 10$ | $191: 1$ |
| 124:21;125:23 | distribute | 12,16; | $61: 18 ; 68: 19 ; 71: 24$ | $20: 3$ |
| discussed (6) | 44:3 | 142:2,5;143:3;153:4, | 77:24;88:14;100:1; | driving (1) |
| 15:4;42:20; | distributi | 17;180:10;181:11; | 107:4;110:16;117:4; | 152:8 |
| 70:22;121:13;129:19 | 221:24 | 220:7;224:22;231:20 | 154:2;158:3;162:16; | drop (2) |
| discussion (17) | DISTRICT (194) | districts' (1) | 179:5;183:21,24; | 158:23,2 |
| 50:4,17;51:25 | 11:11,14;12:9,12 | 91.11 | 186:19,20;191:1 | dropping (1) |
| 52:21;59:3;70:25 | 22,25;13:7,15, | dive (1) | 193:2;211:11;228 | 153:19 |
| 71:1;134:6,22; | 14:7,10;15:3,12,13 | 100:10 | Dr (171) | drove (2) |
| 135:16;149:19; | 16:5;17:2;18:12; | diverse (1) | 5:18,19;6:9,14,16 | 26:22;152:5 |
| 157:19;158:12; | 19:14,15;20:24; | 81:13 | 19,23;7:9,23,24;11:1, | droves (1) |


| 109:14 | educate (1) | elections (3) | 191:6 | entered (2) |
| :---: | :---: | :---: | :---: | :---: |
| dry (1) | 79:15 | 13:17;55:24;75:17 | employment (1) | 142:25;143:1 |
| 110:11 | educated (1) | elective (2) | 199:6 | entertain (1) |
| D's (1) | 96:15 | 190:23;203:8 | encompassed (1) | 205:21 |
| 130:23 | educating (2) | electrifying (1) | 101:24 | entire (3) |
| due (5) | 19:20;37:11 | 25:18 | encore (1) | 60:16;80:19; |
| 5:14;9:8;141:10; | Education (53) | element (1) | 194:7 | 165:11 |
| 150:24;191:22 | 6:5,8;7:13;10:17; | 105:20 | encourage (2) | entirely (1) |
| Duke (1) | 22:17;33:11;39:7; | Elementary (10) | 105:25;201:22 | 124:16 |
| 24:20 | 53:21;74:24;76:13 | 28:25;29:8;80:12; | encouraged (1) | entities (3) |
| duration (1) | 78:11,17,24;79:1; | 103:1,1,2;104:3; | 90:1 | 46:4;103:11; |
| 188:5 | 80:6,17;81:3,4,13; | 113:11,13;127:21 | end (16) | 104:16 |
| during (5) | 84:7;85:19;89:25; | elements (1) | 8:12;9:8;10:15; | environment (3) |
| 40:18;51:10;167:5; | 90:25;91:11;93:4; | 218:18 | 13:5;29:21;37:14; | 37:13,16;199:13 |
| 196:5;231:2 | 94:2;99:12,14; | elephant (1) | 62:12;105:16;106: | envisioning (1) |
| duties (4) | 101:12,17;113:10,16; | 109:4 | 108:21;110:9,14; | 134:8 |
| 49:11;53:1,2,11 | 114:15;115:3;117:8; | elevator (1) | 158:22;164:7; | equated (1) |
| Dylan (1) | 146:23;167:18; | 36:13 | 186:19;206:23 | 214:13 |
| 64:8 | 169:10,19;178:17; | eliminated (1) | ended (1) | equitable (2) |
|  | 189:18;194:23; | 231:14 | 98:13 ends (3) | 81:3;84:6 |
| E | 198:18;223:17,21,24; | Elliott (16) | ends (3) | equity (2) |
|  | 224:21;225:19; | 41:6,17,18,19;42:1, | 41:7;102:4;110:23 | 12:23;13:2 |
| earlier (17) <br> 12.3.29. | 230:15,22;231: | 10;63:22,24;64:4,22; | energy (2) | equivocation (1) <br> 97.24 |
| 53:7;69:13;71:23; | educational (1) | 74:10;100:3;103:8 | engage (1) | Erica (3) |
| 99:17;101:13; | 193:21 | else (16) | 61:9 | 21:24,25;22:11 |
| 104:25;116:21; | Educator (4) | 41:13;52:18;53:20; | engaged (1) | Erin (1) |
| 128:22;130:6; | 26:11;28:5,7;68:17 | 69:7;70:4,5;72:4,7; | 181:19 | 96:20 |
| 132:18;133:7; | educators (4) | 73:21;75:12;99:9; | engagement (7) | ESL (1) |
| 134:12;135:18; | 28:16;99:14; | 111:10;147:13; | 12:15;16:23;60:25; | 29:5 |
| 166:17 | 226:21;231:7 | 154:15;211:7;220:3 | 69:12;72:20;199:16, | especially (10) |
| earliest (1) | Edwards (1) | else's (1) | 18 | 37:25;54:5;57:19; |
| 29:23 | 44:13 | 96:2 | engineering (1) | 59:17;60:2,4;85:21; |
| early (10) | effect (3) | email (1) | 68:22 | 133:2;154:8;186:7 |
| $34: 16 ; 122: 20$ | 135:23;214:18; | 12:3 | English (2) | ESSA (2) |
| $186: 22 ; 192: 2,24$ | $219: 12$ | emails (1) | 80:15;195:10 | 231:3,14 |
| 204:22;205:18; | effective (2) | 131:7 | ENHANCEMENT (4) | essence (1) |
| 206:15;225:2;232:23 | 93:6;101:22 | embarrass (1) | 8:6,9;10:9,21 | 65:22 |
| earn (1) | efficient (1) | 155:17 | enjoy (3) | essentially (2) |
| 214:14 | 101:21 | embarrassing (2) | 93:11;109:14 | 37:19;213:14 |
| earned (1) | effort (2) | 106:17;107:3 | 148:12 | established (3) |
| 214:25 | 42:22;182:25 | embarrassment (1) | enjoyed (2) | 45:12;50:14;125:9 |
| ease (3) | efforts (5) | 108:2 | 26:1;35:3 | eStem (1) |
| 82:22;83:3;202:25 | 12:15;45:7;92:20; | Embrace (1) | enlightening (1) | 37:2 |
| easier (2) | 173:20;174:1 | 31:21 | 114:23 | estimate (1) |
| 153:14,15 | eight (4) | emergencies (1) | enough (13) | $55: 10$ |
| EAST (2) | 24:13;103:15; | 206:12 | 27:22;42:24;87:9 | estimated (1) |
| 200:15,20 | 130:24;173:18 | Emergency (5) | 100:5,10;103:4; | 225:5 |
| easy (6) | either (7) | 101:16;230:9,12; | 120:3;155:3;175:16; | et (2) |
| 38:9;111:8;135:21; | 42:1;52:21;63:17; | 231:11,19 | 176:2;183:17;186:8; | 53:10;172:23 |
| 154:10;218:14; | 104:20;139:23; | emerges (1) | 217:13 | Europe (2) |
| 228:11 | 142:11;144:3 | 104:8 | enrichment (1) | 107:9,20 |
| eat (1) | El (3) | Emily (2) | 194:7 | evaluation (2) |
| 110:20 | 98:24,24,25 | 102:19,20 | enrolled (3) | 166:12;211:6 |
| echo (1) | elaborate (2) | emotional (1) | 183:23;195:1; | evaluations (1) |
| 60:1 | 136:14;137:13 | 217:3 | 197:2 | 163:10 |
| eclectic (1) | elasticity (1) | emphasis (1) | enrollment (6) | even (19) |
| 74:20 | 53:5 | 175:8 | 9:10;175:8,18; | 15:21;46:5,12; |
| economics (1) | elect (1) | emphasize (1) | 178:3;179:9,10 | 60:3;61:5;65:14; |
| 36:17 ed (6) | $75: 7$ elected (4) | 137:2 | enrollments (1) | $81: 16 ; 93: 7 ; 107: 5 ;$ $109 \cdot 8 \cdot 119 \cdot 16 \cdot 121 \cdot 3$ |
| ed (6) $7: 3 ; 12$ | elected (4) 65:16;95:18;110:3 | ${ }_{\text {employ (1) }}$ | 221:25 | 109:8;119:16;121:3, 12;136:22;161:22; |
| 180:15;185:6,10 | 155:11 | employer (1) | 113:21 | 176:9;182:23;192:1; |


| 193:23 | exchange (1) | 173:7 | factor (1) | father (4) |
| :---: | :---: | :---: | :---: | :---: |
| evening (2) | 106:9 | expired (2) | 105:6 | 146:14;154:20,24; |
| 161:3,4 | exchanged (1) | 156:24;228:17 | factors (2) | 156:19 |
| event (1) | 61:12 | EXPIRING (2) | 32:6;165:7 | favor (27) |
| 162:3 | excited (3) | 223:4,10 | facts (6) | 8:2;10:3;11:5; |
| events (3) | 87:25;110:8; | explain (4) | 20:17,18;23:10; | 43:22;62:22;134:23; |
| 45:16;81:6;173:18 | 190:11 | 12:4;157:4,8;206:4 | 103:24;142:13;149:8 | 137:9;138:21; |
| eventually (1) | exciting (1) | explanation (4) | faculty (1) | 149:19;157:19; |
| 15:13 | 25:19 | 86:6;151:5;166:17; | 23:15 | 165:24;168:18; |
| ever-expanding (1) | excuse (7) | 188:23 | fade (1) | 189:7;208:22;209:8, |
| 15:19 | 24:11;84:20; | explicit (1) | 31:10 | 17;210:1;219:10,23; |
| everybody (19) | 105:21;113:3; | 186:14 | failed (4) | 221:2;222:14; |
| 18:15,18;21:3; | 148:17;158:10;225:3 | explore (1) | 9:20;56:25;82:1; | 224:10;226:8; |
| 24:11;41:20,21; | excuses (1) | 217:23 | 198:10 | 227:24,25;230:5; |
| 42:13;68:7;72:4,7; | 97:24 | extend (3) | fair (7) | 232:23 |
| 98:6;99:6;115:20; | executive (1) | 139:18;174:3,18 | 35:19;36:1,2; | favoritism (1) |
| 123:14;152:25; | 204:20 | extended (1) | 69:10;80:18;117:11, | 82:6 |
| 153:9,9;154:15; | exercise (4) | 199:11 | 19 | Fayetteville (1) |
| 215:8 | 56:15;72:18 | extension (1) | fairly (2) | 98:19 |
| everyday (1) | 144:20;167:19 | 227:2 | 54:19;133:7 | Fear (5) |
| 30:20 | EXHIBIT (5) | extensive (1) | fairness (1) | 100:9,13,16,20,20 |
| everyone (7) | 234:25;235:25; | 178:24 | 72:19 | February (4) |
| 21:7;40:23;42:18; | 236:25;237:25; | extensively (1) | faith (12) | 71:3,7,8,20 |
| 60:6;87:22;130:10; | 238:25 | 191:20 | 40:24;73:2;85:11; | federal (5) |
| 131:9 | existence (1) | extenuating (1) | 100:4,14,15,15,16,17, | 5:7;128:4;142:1; |
| everywhere (1) | 90:14 | 54:11 | 17,18,19 | 231:9,16 |
| 214:23 | exists (4) | external (1) | fall (18) | FedEx (3) |
| evident (1) | 159:8,21;162:8; | 32:6 | 21:6;30:7;51:15; | 204:18,19,20 |
| 81:11 | 164:21 | extorted (5) | 54:15,25;55:5,6,7; | fee (2) |
| exact (2) | exited (1) | 95:6,7,8,8,1 | 90:4,10;105:9; | 5:10,12 |
| 161:6;175:6 | 128:3 | extra (2) | 121:19;122:10,12,20; | feed (2) |
| exactly (2) | expand (5) | 196:1;210:9 | 124:19;163:22; | 122:19;216:8 |
| 7:18;119:25 | 66:18;76:5;82:24 | extraneous (1) | 200:24 | feedback (5) |
| exam (2) | 199:15;202:19 | 36:24 | Fame (2) | 44:12;126:1,5; |
| 28:12;175:7 | expanded (4) | extraordinary (2) | 28:4,8 | 187:10;229:14 |
| example (7) | 66:25;90:23; | 26:19;30:17 | familiar (1) | feel (38) |
| 54:8;81:19;174:3; | 173:19;199:13 | extreme (1) | 30:5 | 14:11,15,16;23:20; |
| 177:13;182:21; | expansion (18) | 102:5 | Families (6) | 28:21;30:14;50:5; |
| 185:23;204:15 | 14:9;53:9;67:25; | eyes (2) | 13:2;154:19;155:7, | 61:12;66:23,24;67:5; |
| examples (5) | 70:8,10,12,22;71:13, | 31:6;228:12 | 10;156:6;157:8 | 83:12;92:25;93:1; |
| 200:12;201:17; | 17;82:9;85:9;88:8, |  | Family (24) | 95:5,6,9,15,21;97:10, |
| $\begin{aligned} & \text { 202:2,5;203:5 } \\ & \text { exams (3) } \end{aligned}$ | $\begin{aligned} & \text { 20,22;92:12;109:9, } \\ & 12 ; 116: 23 \end{aligned}$ | F | $\begin{aligned} & 27: 20 ; 39: 21 ; 140: 5, \\ & 7,10,10,11,12,15 ; \end{aligned}$ | $\begin{aligned} & 15 ; 99: 2,23 ; 103: 21 ; \\ & 120 \cdot 8 \cdot 121 \cdot 125 . \end{aligned}$ |
| 121:9;175:2;216:6 | expansions (2) | face (3) | 141:8;145:7;146:16, | 131:8;137:14; |
| exceeded (2) | 66:6;73:15 | 23:10;129:11; | 20;149:5;150:5,7,10; | 144:23;149:10; |
| 51:22;173:11 | expansive (1) | 200:13 | 155:4;157:13; | 183:2;192:6;194:15; |
| exceeding (1) | 133:7 | faces (2) | 158:12;166:19,22; | 197:21;205:9; |
| 128:15 | expect (9) | 59:20;186:11 | 172:22;196:9 | 206:19;207:9 |
| excel (2) | 54:24;64:11;70:19; | facilitate (1) | far (13) | feeling (3) |
| 146:9;217:19 | 73:12,13;87:22,22; | 196:5 | 15:21;26:15;106:9; | 57:20;123:1,5 |
| excellence (12) | 185:19;232:1 | facilitated (3) | 108:8;115:4;118:19; | feels (3) |
| 113:9;114:14; | expected (1) | 195:16;199:12; | 120:3;125:13,14; | 14:22;53:4;187:1 |
| 117:8;158:2,5,16,18, | 182:18 | 213:3 | 155:9;160:16;174:2; | fellow (2) |
| 25;159:7,20;162:7; | expecting (1) | facilities (12) | 193:3 | 111:21;220:16 |
| 164:21 | 204:3 | 16:24;17:5;35:9, | fashion (1) | felt (8) |
| excellent (1) | expedite (1) | 20,22;36:22,23,25; | 80:20 | 54:13;55:5;57:21; |
| 227:14 | 203:21 | 37:2;38:8,11;44:21 | fast (3) | 84:18;93:7,8;212:2; |
| Except (1) | expending (2) | fact (11) | 28:20;193:16; | 231:18 |
| 175:20 | 102:11,12 | 46:18;64:8;65:19; | 200:3 | few (15) |
| exception (7) | experience (5) | 130:12;132:2; | faster (1) | 13:3;21:10,14,17; |
| $63: 21 ; 70: 20 ; 72: 1$ | 14:20;35:24;174:6, | 152:11;156:9; | 195:20 | $31: 17 ; 52: 25 ; 60: 4$ |
| 1;139:12;170:7; | $8 ; 200: 22$ | 162:24;163:9; | fate (1) | 65:4;98:7;100:4; |
| 185:20 | experienced (1) | 215:25;220:9 | 12:7 | 143:16;181:25; |


| 186:24;208:4;221:12 | 139:11;165:10; | follow (5) | 101:22 | front (12) |
| :---: | :---: | :---: | :---: | :---: |
| fight (4) | 171:12;186:13,13,23; | 50:11,13;125:11; | forums (3) | 19:24;44:3;100:2; |
| 81:2;147:14;154:1, | 187:17;207:8,20; | 170:6,11 | 12:15;97:6;116:21 | 103:11;162:13; |
| 2 | 208:10;223:17; | followed (2) | ForwARd (34) | 173:6,14;175:1; |
| figure (2) | 229:3;230:18 | 80:12;170:4 | 7:10;11:20;12:23; | 186:3;205:1;220:6, |
| 71:14;74:5 | fiscal (12) | following (7) | 13:8;14:12,17,25; | 15 |
| file (1) | 8:12;9:8,16;10:16; | 48:4;72:25;123:24; | 15:12;20:18;34:21; | front-end (1) |
| 180:3 | 49:10;65:24;66:2; | 124:9;156:11; | 44:17;50:6;53:13; | 53:23 |
| filed (2) | 67:3;84:10;128:22, | 164:11;229:9 | 61:13;105:24; | frontload (1) |
| 131:5;142:10 | 24;135:20 | follow-up (1) | 106:24;132:20; | 206:13 |
| fill (3) | fit (2) | 229:19 | 133:10;135:4,19; | frustration (1) |
| 14:12;187:14; | 75:14;192:6 | food (1) | 136:5;140:24; | 53:7 |
| 228:13 | Fitness (1) | 20:3 | 141:18;155:3;163:3; | F's (2) |
| filling (1) | 29:1 | fool (2) | 167:9;171:7;184:19, | 114:6;130:23 |
| 139:6 | five (29) | 90:4,10 | 20;188:3,8;192:10; | Fulbright (1) |
| final (12) | 10:12;27:16;48:22, | foolish (1) | 214:6;216:11 | 102:25 |
| 56:4;108:19;115:8; | 25;51:17;69:21; | 36:25 | forwarded (2) | fulfilling (1) |
| 122:2;123:25; | 72:16;74:22;75:11; | foot (1) | 13:12,13 | 9:10 |
| 132:21;133:11,12; | 80:18;97:6;100:23; | 101:15 | fought (2) | full (5) |
| 135:5;228:3,6; | 103:15;107:8; | Force (1) | 101:2,3 | 9:9;27:2;55:23; |
| 229:25 | 125:24;130:20; | 151:17 | found (3) | 116:18;124:4 |
| Finalist (1) | 143:15,18;146:6; | forced (4) | 35:12;65:19; | full-time (2) |
| 27:16 | 156:24;174:5;185:1, | 64:24;95:11,12,13 | 206:17 | 108:25;109:3 |
| finally (3) | 2;188:6,6,7,12;201:9; | Ford (1) | Foundation (3) | fully (2) |
| 72:20;75:23;80:13 | 203:12 | 150:7 | 82:11;115:22; | 20:25;38:10 |
| financial (1) | five- (1) | forefront (1) | 162:21 | fun (2) |
| 84:13 | 200:5 | 191:17 | four (10) | 25:25;148:11 |
| financially (1) | five-minute (1) | Forest (3) | 16:21;24:13,14; | function (1) |
| 84:16 | 221:8 | 22:21;36:8;164:4 | 52:13;85:10;188:6; | 36:8 |
| find (12) | fives (1) | forget (3) | 195:10,11;196:22; | functioning (1) |
| 20:21;32:23;61:14; | 179:4 | 79:19,19;107:2 | 210:12 | 20:25 |
| 63:17;103:6;161:14; | fix (2) | forgot (1) | four-letter (1) | functions (1) |
| 162:17;181:22; | 104:14;105:15 | 19:14 | 32:13 | 14:4 |
| 182:3,6;187:18; | flesh (2) | form (3) | four-page (1) | funding (9) |
| 206:11 | 119:22;120:14 | 80:20;184:3;210:9 | 205:3 | 4:22;8:11;9:7; |
| finding (1) | flex (2) | formal (3) | fours (1) | 10:11,14;90:23; |
| 113:23 | 200:8;212:22 | 136:7;138:2,9 | 179:4 | 221:24;224:24; |
| findings (1) | flexibility (5) | formally (2) | fourth (4) | 225:12 |
| 122:14 | 182:19;198:8; | 122:22,24 | 53:15;152:12,13, | funds (2) |
| fine (6) | 217:19;218:22,23 | format (1) | 14 | 38:4;225:14 |
| 60:19;69:2;133:18, | flexible (6) | 120:16 | France (1) | further (12) |
| 21,22;180:12 | 199:11;208:10,12, | formed (2) | 106:22 | 43:1,2;94:2; |
| finish (7) | 18;215:13,18 | 88:3,9 | Franklin (1) | 119:22;134:21; |
| 15:1;22:7;34:22; | flip (1) | former (3) | 127:20 | 145:4;149:19; |
| 36:19;86:15;153:1; | 32:21 | 82:9;108:25; | frankly (2) | 157:19;164:22; |
| 200:6 | Fly (3) | 110:10 | 16:25;109:4 | 165:16,24;166:17 |
| finished (7) | 31:5,13,25 | formula (1) | free (2) | future (9) |
| 59:1;71:5,11; | focus (6) | 65:12 | 146:5;148:16 | 39:2;52:22;88:1; |
| 80:15;97:7;148:18; | 8:23;19:22;20:9 | formulated (1) | freedom (3) | 93:2;159:22;162:20; |
| 198:25 | 12;37:11;115:11 | 122:22 | 100:24;101:2; | 196:15;199:22; |
| fire (1) | focused (2) | Forrest (14) | 197:17 | 220:18 |
| 104:19 | 30:4;206:25 | 158:16;169:3,7,13; | frees (1) |  |
| fired (2) | focuses (1) | 170:23;171:8;173:1, | 199:6 | G |
| 66:25;104:1 | 7:15 | 6;177:18,22,23; | Freight (2) |  |
| first (36) | focusing (1) | 178:15;183:23; | 204:19,20 | gain (1) |
| 8:14;13:6;30:6; | 114:15 | 186:11 | frequently (2) | 175:14 |
| 32:7;33:19;40:16; | folk (1) | Fort (2) | 32:17;35:25 | gallon (1) |
| 44:2;45:10;63:1,23; | 46:17 | 8:22;98:20 | friend (2) | 25:4 |
| 70:12,23;80:2,2; | folks (13) | forth (1) | 33:22;90:13 | game (2) |
| 103:3;109:24;110:7; | 46:23;53:24;57:22; | 147:4 | friends (5) | 7:12;30:7 |
| 112:20;115:25; | 58:3;63:20;75:23; | forthrightly (1) | 33:23;39:21; | Gates (3) |
| 116:1;123:14; | 76:4;119:2;120:16; | 73:19 | 146:13;147:12; | 21:23;22:3;25:15 |
| 127:20;133:24; | 128:9;182:9;185:7,9 | fortunate (1) | 154:25 | gatherings (1) |


| 61:11 | gladly (1) | gracious (2) | GRANTS (7) | 90:7 |
| :---: | :---: | :---: | :---: | :---: |
| gave (5) | 110:20 | 25:17,21 | 4:3,7;8:6,9;9:4 | growth (4) |
| 115:21,21,21; | glorious (1) | grad (1) | 10:21;225:14 | 173:7,9,10,11 |
| 146:24;200:11 | 25:20 | 87:16 | grasp (1) | GT (14) |
| Gene (4) | glowing (1) | grade (18) | 32:15 | 172:12,14,15; |
| 40:24;96:23;97:1; | 31:9 | 6:15;28:12;29:4, | gratified (1) | 179:25;180:14; |
| 116:20 | GLUCAGON (3) | 20;36:8;89:25;148:8; | 39:22 | 181:13,15,22,24; |
| general (2) | 228:4,7,8 | 159:1,2,11,17; | Great (25) | 182:16,25;183:21; |
| 142:8;169:18 | goal (2) | 160:14;179:4;195:5, | 6:23;19:3,5;22:1; | 184:5,8 |
| generally (2) | 86:3;102:10 | 7;213:9;214:13; | 25:25;28:16;33:22; | guarantee (1) |
| 124:18;215:1 | goals (8) | 224:22 | 34:18,18;39:18; | 183:2 |
| generate (1) | 84:12;97:22 | grader (2) | 57:13;69:12;74:16; | guard (1) |
| 52:21 | 101:21;173:11 | 102:25;200:18 | 76:17,19;86:2,6; | 103:6 |
| GENIUS (2) | 196:25;197:3,4; | graders (19) | 99:19;126:2;146:13; | guess (28) |
| 24:12;110:5 | 198:6 | 159:11,13;160:7,8, | 155:21;185:2;203:9; | 37:18;54:17;57:17; |
| gentle (2) | Gob (1) | 17,17,20,20;161:9, | 218:7;227:17 | 64:12;65:22;69:3,4; |
| 64:9,13 | 194:8 | 10,15,16;163:2; | greater (3) | 71:15;97:3;106:12; |
| gentleman (1) | God (2) | 203:23,24;216:25; | 15:17,17;127:10 | 133:3;135:17; |
| 184:18 | 31:7;107:23 | 225:17,20,21 | greatest (1) | 137:23;176:5,25; |
| Gentlemen (4) | goes (11) | grades (8) | 46:22 | 182:1;185:24; |
| 74:14,14;75:8; | 27:17,17;33:4 | 29:24;173:8; | greatly (1) | 211:24;216:19; |
| 94:17 | 93:12;94:24;100:6; | 186:22,24;195:5,9; | 220:7 | 221:17,19,21,22; |
| gentleness (2) | 107:20;125:13; | 196:17;199:2 | green (3) | 222:20,22,24;223:1; |
| 64:10;65:10 | 151:22;198:19;215:7 | grading (13) | 197:15,23;213:1 | 229:3 |
| Germany (3) | golf (1) | 190:19;205:16,22; | Greg (1) | guidance (3) |
| 68:14;106:9,10 | 36:19 | 209:11;211:1,9,23; | 18:17 | 121:20;214:1,7 |
| gets (8) | $\boldsymbol{g o o d}(44)$ | 213:11;214:10,24; | grew (2) | guide (1) |
| 4:19;109:11;110:8; | 7:13;11:16,18,25; | 215:22;217:9;220:23 | 152:20;173:8 | 31:20 |
| 129:24;143:15; | 12:1;21:4;25:5;29:2; | graduate (3) | grieving (1) | guidelines (3) |
| 166:25;186:8;216:12 | 64:9;68:11;75:10,10; | 24:25;146:20; | 147:1 | 5:8;180:8,11 |
| giant (1) | 77:8,9,10;80:5;81:9; | 152:21 | Grimmett (6) | guides (2) |
| 109:4 | 84:2,3;105:18; | graduated (3) | 80:3,3,5,8,11;82:19 | 78:2,2 |
| Gibbs (1) | 109:13;113:7; | 78:18;80:13; | ground (5) | Gurdon (1) |
| 22:21 | 114:24;128:23; | 146:19 | 37:18;84:14;85:7; | 98:25 |
| gift (1) | 139:5;141:5,5,19; | graduating (4) | 86:4,17 | guys (5) |
| 118:23 | 145:25;158:7;161:3, | 78:19,21;86:14; | grounds (1) | 26:13;30:12 |
| gifted (15) | 4;169:18;181:19; | 175:10 | 116:16 | 107:24;158:11,12 |
| 171:20,25;172:4,6, | 187:15,24;190:11; | graduation (2) | group (27) <br> $10 \cdot 12 \cdot 11 \cdot 21 \cdot 30 \cdot 2$ |  |
| 7;178:17,20;179:20, <br> 22:180:28.16•185:5, | 193:6,8;200:12; | 25:3;73:6 | 10:12;11:21;30:2 | H |
| 10;186:24 | 229:21 | 90:5 | 47:7,10,11;54:5;88:2, | half (5) |
| gifts (1) | govern (1) | Grandma (1) | 2,3;90:15;129:20; | 146:7;160:13,15, |
| 37:7 | 15:23 | 90:7 | 132:16;133:8; | 23;162:24 |
| gilded (1) | governance (6) | grandmother (1) | 144:24;145:2;154:5; | half-a-million (1) |
| 65:6 | 15:14;48:11;116:3; | 107:21 | 161:19;162:18,24; | 127:14 |
| given (18) | 133:10;135:5;138:15 | grant (18) | 180:5;227:4,12 | hall (11) |
| 6:25;58:4;85:2; | governed (2) | 5:20;10:9,18; | groups (2) | 18:10,15;22:1; |
| 97:9;104:2,6;121:23; | 73:12,14 | 127:4,14,19,22 | 161:11;202:12 | 26:5,6;28:4,7;69:10; |
| 128:18;142:13; | governing (5) | 128:4;139:23; | Grove (2) | 117:10;127:7;129:3 |
| 172:7;180:6;184:25; | 81:22;228:4,7; | 170:19;174:17; | 98:24;228:25 | Halls (1) |
| 188:23;197:17; | 230:10,12 | 180:23;181:3; | Grover (1) | 61:10 |
| 216:10,20,22;219:5 | government (4) | 182:20;191:19,22; | 205:18 | hallway (1) |
| gives (5) | 100:18;151:18; | 208:14,18 | Groves-Scott (1) | 32:24 |
| 5:11,13;198:17,23; | 231:9,16 | granted (9) | 223:20 | HALO (9) |
| 199:7 | Governor (5) | 82:8;169:2,6,11; | grow (4) | 192:20,23;194:13; |
| giving (8) | 13:13;81:11;85:16; | 176:14;189:11,14,19; | 34:10;36:23; | 196:7;198:4,8;199:9; |
| 4:18;30:22;57:12; | 109:19;117:5 | $210: 19$ | $173: 13 ; 196: 16$ | 200:1;206:10 |
| 99:25;118:3;123:17; | Governor's (2) | grantee (2) | growing (4) | hand (6) |
| 139:19;220:12 | 25:24;228:19 | 4:17,19 | $23: 11 ; 34: 6 ; 90: 3$ | $24: 3 ; 25: 3,5 ; 27: 22$ |
| glad (7) | grace (1) | granting (1) | $225: 5$ | $23 ; 171: 2$ |
| $45: 18 ; 52: 20 ; 88: 19$ | $39: 9$ | $178: 14$ | grown (1) | handed (1) |
| $92: 7 ; 134: 17 ; 185: 4$ | gracefully (1) | grantor (1) | 96:4 | $24: 2$ |
| 200:3 | 39:12 | 4:20 | grows (1) | handle (2) |


| 116:3;231:16 | 193:2,7;194:13; | Helena (2) | 80:13,14,18,24;92:5; | 78:19,21 |
| :---: | :---: | :---: | :---: | :---: |
| handled (1) | 195:1;210:17; | 76:14;177:20 | 98:16,19,19,20,24, | hope (17) |
| 215:11 | 214:15;215:8;220:5 | Helena-West (1) | 25;106:14;107:2,23; | 16:3;34:4;39:2; |
| handouts (1) | Harvey (2) | 76:14 | 108:9;117:10,10; | 62:11;74:15;83:17; |
| 5:6 | 128:8;166:10 | Hello (2) | 147:19;148:5;149:1; | 84:22;85:2,4;93:9; |
| hands (6) | hashed (1) | 92:4;98:6 | 151:23;152:7,10,12, | 116:8;152:17; |
| 20:4;25:8;86:20; | 18:24 | Helmick (2) | 14,17,22;153:1,21, | 198:20,20;201:7; |
| 140:18;150:17;190:1 | hat (1) | 28:14,15 | 21;154:3;155:16,22, | 218:2;224:17 |
| handy (1) | 105:13 | help (21) | 23;160:18;163:4; | hopes (2) |
| 53:2 | head (11) | 4:11;15:12;20:9; | 173:9;175:16;176:2; | 6:12,21 |
| hang (1) | 28:1;56:18;59:9, | 33:13;34:7,8;66:22; | 186:8;192:2,12,16, | hoping (7) |
| 106:15 | 24;61:18;73:9;76:1; | 79:14;105:24; | 25;193:7,8,12; | 13:4;16:7;173:24; |
| hanging (2) | 106:15;136:15; | 120:23;152:4,4; | 194:13;200:14,17; | 174:12,16;196:16; |
| 59:3;121:15 | 184:18;211:11 | 173:12;176:5;186:1; | 204:1,22;205:18; | 199:2 |
| Hannah (1) | headline (1) | 192:6;196:1;200:2; | 215:10;216:9; | hopscotch (1) |
| 152:8 | 19:19 | 208:8;216:1,17 | 217:11;226:14,16,22 | 37:24 |
| happen (10) | health (1) | helped (2) | high-achieving (1) | Horace (1) |
| 21:1;69:8;70:5; | 90:24 | 216:18;220:11 | 24:19 | 12:18 |
| 75:15;84:14;106:20; | hear (24) | helpful (8) | higher (8) | hostage (1) |
| 110:12;120:17; | 31:7;40:22;41:10, | 41:7;59:14,19; | 7:3;125:7;146:23; | 95:5 |
| 131:3;154:5 | 10,20,21;42:5,18; | 61:15;63:6;114:24; | 175:3,5;211:2;215:3; | hostilely (1) |
| happened (8) | 43:12;58:10;61:24; | 191:25;220:9 | 217:8 | 110:3 |
| 14:8;29:17;70:6, | 62:9,15;83:5;89:17; | helping (2) | highest (2) | hours (5) |
| 24;82:3;116:23; | 108:21;111:2,7; | 8:12;185:8 | 38:5;113:16 | 85:10;93:25;94:4; |
| 146:25;168:13 | 116:25;117:6; | helpless (1) | highlighted (1) | 175:10;191:1 |
| happening (8) | 118:16;145:25; | 93:1 | 8:19 | house (2) |
| 19:18,19;20:21; | 156:5;214:22 | helps (2) | highly (1) | 231:1,5 |
| 69:14,16;73:1,15; | heard (21) | 138:16;147:4 | 78:21 | households (1) |
| 82:5 | 42:14;58:2;60:3; | Helton (1) | hire (3) | 206:17 |
| happens (3) | 62:18;64:6;68:5; | 166:24 | 174:21,21;231:20 | Howell (4) |
| 51:24;103:19; | 69:1;86:6;94:23; | Henderson (6) | hired (7) | 223:10,11,13; |
| 155:10 | 100:4;116:21,22,24; | 23:14,22,24;80:12, | 56:24;65:23,24; | 224:14 |
| happy (9) | 120:2,25;121:3; | 16;117:11 | 67:2,6;184:9,12 | HQT (1) |
| 22:5;33:24;35:21; | 122:2;153:7;166:16; | Hendricks (9) | hiring (3) | $231: 13$ |
| 57:14;87:25;106:6; | 187:10;193:18 | 178:16,16;181:16, | 67:19;172:7,22 | hugs (1) |
| 110:7;226:25;231:21 | hearing (16) | 21;182:5,7;185:4; | Hispanic (4) | 115:21 |
| hard (12) | 58:1;65:17;85:9; | 187:5,7 | 27:10;77:22;78:5; | Huh (1) |
| 19:20,22;20:19; | 113:23;118:4; | Henri (1) | 100:20 | 145:19 |
| 23:14,22;31:11; | 121:11;122:24; | 89:10 | Hispanics (3) | hundred (1) |
| 34:21;36:4;38:20; | 136:12;145:24; | Henry (1) | 79:9,19,22 | 36:11 |
| 78:7;129:4;184:10 | 167:20;178:22; | 89:20 | historic (1) | hundreds (3) |
| harder (2) | 179:16;203:3,3,4; | Here's (2) | 80:23 | 97:8,9,9 |
| 122:7;147:11 | 228:15 | 26:12;65:11 | History (6) | hurting (1) |
| Harding (1) | hearings (1) | hero (1) | 28:15;85:3;92:14; | 82:17 |
| 223:18 | 49:15 | 89:19 | 93:22;94:9;107:7 | husband (2) |
| Hardrick (38) | heart (6) | herself (1) | hit (1) | 151:17;154:4 |
| $159: 5,23 ; 160: 22$ | 31:8,12,20;103:25; | 61:22 | 196:3 | Hutchinson (1) |
| 161:2,3,5;162:12,15; | 154:22;155:3 | hesitant (3) | hold (2) | $81: 11$ |
| 164:24,25;165:1,4; | heartbreakingly (1) | 55:3;181:2;186:9 | 88:22;171:10 |  |
| 166:13;169:16; | 81:5 | hesitate (1) | Holt (4) | I |
| 171:9,12;172:3; 175:4,17,21;176:4, | heartless (1) | 163:23 | 83:24,25;84:2,4 |  |
| $\begin{aligned} & 175: 4,17,21 ; 176: 4, \\ & 12,24 ; 177: 14,18,22, \end{aligned}$ | $31: 25$ hearts (1) | $\begin{gathered} \text { Hey (2) } \\ 98: 25 ; \end{gathered}$ | home (9) | idea (9) <br> 59:16; |
| 25;178:5,8,12;183:9, | 206:24 | Hi (1) | 104:5;108:4;111:10; | 101:2;106:6,16; |
| 13;184:21,25;186:5; | Hector (1) | 108:23 | 146:16;147:2;206:16 | 122:4;179:5;218:4 |
| 187:14;188:4,11 | 76:4 | hidden (2) | honest (4) | idealistic (1) |
| hard-working (1) | heightened (1) | 129:21;130:23 | 96:3,10;114:25; | 80:22 |
| 78:23 | 172:20 | hide (2) | 117:18 | ideals (1) |
| harm (2) | Heights (1) | 104:17;108:15 | honestly (1) | 40:5 |
| 66:15,17 | 164:4 | high (69) | 121:6 | ideas (7) |
| HARRISON (14) | held (5) | 7:11;8:22;19:21; | honesty (1) | 16:17;17:7;38:13; |
| 189:12,15,21; | $44: 18 ; 84: 22 ; 95: 5$ | $22: 1 ; 24: 21 ; 25: 23$ | 113:19 | $40: 4 ; 58: 5 ; 121: 17$ |
| 191:9;192:17,21; | 102:8;228:16 | 27:5,12;36:15;78:18; | honors (2) | 122:22 |

identifiable (2) 7:4;166:23
identification (1) 186:22
identifies (1) 127:8
identify (1)
46:3
IEP (3)
152:1,2;155:14
ignored (6)
69:23;92:16,17,17,
20,21
II (1) 226:25
illegitimate (1) 73:2
illustrate (1) 191:3
Imagination (3) 31:5,13,24
imagine (3) 13:20;22:7;65:17
immediate (1) 33:3
Immediately (4) 48:3;87:23;104:5; 117:22
immigration (1) 174:14
impact (5) 5:25;6:3;88:11; 93:14;215:5
impacting (1) 28:8
impaired (1) 145:24
impetus (1) 191:20
implement (3) 190:15;193:9,9
implementation (1) 231:3
implemented (3) 101:23;173:16; 194:4
implore (3) 88:12;97:19; 100:22
important (13) 7:17;19:8;20:7,11; 71:16;74:24;110:14; 118:5,10;123:23; 124:6;212:19;231:18
importantly (1) 46:14
impossible (1) 40:14
improve (4) 7:16;16:18;17:2; 23:25
improved (1) 13:9
improvement (5)
125:16,16,17,19; 163:14
improvements (1) 128:13
improving (2) 7:15;218:16
inaudible (3) 72:23;79:7,22
inclement (1) 206:12
include (3) 53:12;95:20;124:1
includes (2) 68:6;124:10
including (2) 39:19;125:24
inclusive (1) 113:24
income (1) 5:15
incorrectly (1) 164:9
increase (2) 199:17;215:20
increased (1) 204:11
increasing (1) 217:22
incredible (1) 32:14
incredibly (1) 149:8
indeed (1) 124:6
indefensible (1) 66:22
indexes (1) 23:3
indicating (1) 193:19
INDISTAR (1) 128:8
individual (4) 108:19;195:25; 196:6;198:1
individually (3) 207:4,6,15
individuals (6) 62:16;63:15;112:5, 17;139:25;140:2
inducted (1) 28:3
Industries (5) 191:6,11;202:13; 204:15,17
industry (6) 190:23;199:13; 200:10,22;209:1; 212:23
ineffectual (1) 81:19
infamous (2)

81:6,8
infant (2)
153:16;156:15
infant/toddler (2) 10:10,13
informally (1) 47:6
information (15)
5:2;42:4,7;111:25; 122:12;129:21; 130:23,24;131:17; 166:22,23;168:1; 170:25;216:8,21
informed (2) 14:14;190:16
initial (2)
8:17;195:14
initiative (1) 7:11
injected (1) 103:25
innocuous (1) 70:23
innovation (4) 191:15;192:24; 203:18;218:4
Innovations (1) 192:24
innovative (2) 173:2,4
input (3) 13:4;49:14;54:14
inquire (1) 68:25
inside (1) 31:12
insights (1) 46:7
inspiration (4) 32:3;39:9,11,13
inspire (1) 32:17
inspired (1) 33:14
installation (1) 151:20
instance (1) 28:18
instances (1) 204:2
instead (4) 60:16;75:12; 180:10;207:15
institutions (2) 19:3,4
instruction (3) 163:1;199:21; 212:21
Instructional (2) 28:19;199:11
instructive (1) 18:20
instructor (2)

28:3;209:1
INSULIN (2)
228:4,7
insure (7) 99:13;113:15; 174:19;182:22; 184:8;215:23;231:6
insuring (2) 113:18;173:13
integration (1) 80:24
intellectual (1) 217:3
intend (3) 50:13;140:17; 144:20
intended (1) 17:22
intending (1) 170:24
intends (1) 188:5
Intensive (1) 129:5
intent (8) 6:22;12:6;42:20, 22;43:9;50:16;136:9; 201:5
intention (1) 46:17
intentions (1) 93:11
intents (1) 81:7
interaction (2) 211:25;213:2
interactive (1) 25:21
interest (7) 14:5;50:6;81:13; 84:19,24;85:12; 131:1
interested (8) 8:14;78:11,12,17; 172:5;184:22; 198:25;218:11
interesting (3) 26:13;34:14;68:20
interim (3) 55:14,22;61:6
internalize (1) 111:3
internet (2) 206:18,19
interns (1) 199:6
interpret (1) 53:18
interrupt (1) 77:14
intervening (1) 84:19
Intervention (1)

127:17
intimidated (1)

## 151:15

into (41)
6:7,10;15:9;20:19; 26:6;28:3;36:16; 37:15;42:25;57:13; 61:14;63:7;64:9; 66:1;85:13;91:5; 98:13;99:3;100:21; 104:1;107:10;
122:19;124:2;
125:13;129:3;
130:13;131:20;
138:15;146:16;
147:2;151:16;152:2;
153:12;171:22;
177:9;195:21;
198:18;201:8;
203:16;206:24;
226:22
introduce (1) 190:25
introduction (1) 58:21
invaluable (1) 19:23
invited (1) 17:12
involved (12)
27:23;46:16;60:16;
101:11,17;131:10;
155:7,18,20;180:9;
185:7;230:23
involvement (2)
61:1;74:23
iPhones (1) 99:19
Isha (3) 21:23,25;22:10
issue (12)
42:24;58:11;88:7, 10;114:4;123:14,19; 141:11;170:17; 180:18;215:4,12
issues (19)
18:21;45:16;48:14;
49:10,15;53:14;
54:15;55:4;83:17;
88:12;102:5;129:1;
131:3;135:5;136:3;
192:7;221:23;222:1;
223:23
item (12)
7:22;8:8;9:23;
45:19;112:25;115:8;
124:9;130:7;138:11,
20;167:9;170:25
items (3)
118:21;139:10;
221:13
Ivy (1)
230:16

| J | $\begin{array}{\|c} \text { 15:7 } \\ \text { juggernaut (1) } \\ 109: 22 \end{array}$ | $\begin{aligned} & \text { 27:25;44:1;47:3, } \\ & \text { 16;53:15;54:7;55:2, } \\ & 9,16,19,21 ; 56: 10,13, \end{aligned}$ | $\begin{aligned} & \text { 28:24;113:12; } \\ & \text { 127:20 } \\ & \text { KIPP (4) } \end{aligned}$ | $\begin{aligned} & \text { 68:18;74:22;77:12, } \\ & 21 ; 81: 10,10 \\ & \text { lacks }(\mathbf{1}) \end{aligned}$ |
| :---: | :---: | :---: | :---: | :---: |
| JA (2) | Julie (1) | 19;57:2,14;58:7,9; | 177:12,18,19; | 101:19 |
| $80: 18 ; 117: 10$ | 83:23 | 59:11;72:9;80:7; | 185:20 | ladies (5) |
| Jackson (2) | July (5) | 81:12;82:8;86:8; | knew (8) | 41:2;74:13,14; |
| 12:3;18:18 | 50:15;51:5;83:11, | 95:5,9;102:6;103:12, | $71: 3 ; 109: 8,10$ | 75:8;94:17 |
| Jacksonville (28) | 19;124:23 | 21;104:15,17,25; | 136:25,25;137:7,7; | lady (1) |
| 74:17;140:5,7; | June (14) | 105:16;108:3; | 178:20 | 31:4 |
| $141: 9,14,15,20,23$ | $12: 22 ; 13: 6 ; 34: 22$ | $115: 25 ; 116: 1,10$ | knowing (3) | laid (3) |
| 142:6,13;143:7,14; | 50:9;70:20;102:4; | 117:4;121:4;124:16; | 6:17;93:1;178:18 | 132:15;133:6; |
| 146:21,21;147:24,25; | 111:15,18;146:15; | 126:16;130:14; | knowledge (3) | 135:19 |
| 148:4;150:11;151:4, | 163:7;191:22 | 131:17,23;166:3,7 | 182:3;211:4; | Lake (4) |
| 16,25;152:6,6,17; | 206:24;223:4,10 | 20,21;187:8,24; | 223:22 | 192:2,24;204:22; |
| 153:12,25;155:23; | Junior (13) | 188:16,21;207:21,25; | knowledgeable (1) | 218:8 |
| 221:14 | 33:5,18;80: | 208:7;210:11; | 83:15 | Lamarion (1) |
| January (3) | 113:13;147:19; | 211:17;226:18 | known (4) | 33:22 |
| 16:15;47:23;71:6 | 151:23;153:14; | Keys (1) | 83:16;97:20,21; | lamenting (1) |
| Jay (3) |  |  |  |  |
| $\begin{aligned} & \text { 164:12;176:20; } \\ & \text { 186:1 } \end{aligned}$ | juris (1) | 29:7;33:19 | 21:3;31:23;123:9; | $76: 12,12$ |
| Jeff (2) | 174:13 | kids (45) | 136:21 | language (4) |
| 80:3,8 | K | 21:2,2;23 | Koehler (1) | 78:6;137:12; |
| Jefferson (1) | K | ,11;29:23;30:8 | Kool-A | large (3) |
| Jennifer (1) | K- (3) | 20;35:15,16;42:11, | 95:11,12,13 | 37:1,14;172:21 |
| 139:4 | 101:11;172:5; | 12;78:17,25;79:15; | Kopsky (9) | largest (1) |
| Jim (2) | 226:19 | 98:17;103:2;113:15; | 41:9;87:2,3,6;89:3, | 90:15 |
| 44:14;95:9 | K-12 (6) | 114:17,18;117:9; | 3,5,12,13 | Larkin (1) |
| JNP (1) | 7:1,2,2;164:5; | 129:1;147:3,14; | K-through-12 (1) | 96:20 |
| 150:24 | 206:10;227:3 | 155:17;174:10,19; | 108:24 | last (40) |
| JNP's (1) | K-2 (1) | 175:7;179:22;180:5; | Kubasaki (1) | 8:10;13:10;20:15; |
| 141:12 | 179:20 | 181:5,5;214:24; | 152:22 | 23:17;25:7;26:1; |
| JNPSD/PCSSD (1) | Karina (1) | 217:11,17,19,22; | Kurrus (35) | 31:3;33:2;35:9; |
| 221:10 | 24:6 | 218:21,23;220:14 | 11:15,16,19,24; | 39:10;41:13;44:5,5, |
| job (15) | Kathy (2) | kids' (2) | 14:12;17:6;18:5; | 10;48:22;52:8;54:18; |
| 19:24;25:7;26:6; | 92:7;223:10 | 78:11,17 | 21:19;22:10;23:10; | 60:4;70:17;82:15; |
| 32:8;88:16;105:18; | Katie (1) | kid's (1) | 24:10;25:14;28:2; | 84:25;85:8;97:14; |
| 111:8,13,14,16,17,18, | 26:10 | $31: 3$ Kim (4) | 33:16;34:24;35:18; | 122:23;132:4;133:2; |
| 23;199:5;227:14 | Kearns (2) | Kim (4) | 36:6,12;37:22;39:15; | 136:3;141:22; |
| jobs (3) | 102:19,20 | 47:20;48:11;50:19; | $40: 1,3 ; 56: 24 ; 79: 5$ | $148: 11 ; 154: 17,20$ |
| 32:10;78:22;104:6 | Keaster (4) | 53:1 | 84:25;93:5,9,12; | 158:19;175:9; |
| Joe (1) | 192:11,15,16 | kind (30) | 99:17;101:23;103:1, | 183:20;187:11; |
| 164:12 | 193:21 | 5:24;7:8;12:16; | 24;105:23;109:21; | 191:21;216:6; |
| Joel (1) | keep (11) | 26:6,22;41:15;47:6; | 127:1 | 224:25;226:19; |
| 28:18 | 47:22;51:7;72:13; | 53:3;64:8;72:17; | Kurrus's (1) | 230:17 |
| Johnson (1) | 129:14;146:10,11,19; | 86:21;87:9;99:23; | 43:16 | lastly (1) |
| 83:23 | 147:9;197:2;203:3; | 100:4;108:12; | Kyndall (5) | 69:14 |
| join (2) | 220:12 | 121:19;123:20; | 92:2,3,4;115:10; $117: 7$ | late (4) |
| 18:12;91:23 | $\begin{gathered} \text { Keepers (2) } \\ 23: 6 ; 81: 20 \end{gathered}$ | $\begin{aligned} & 132: 16 ; 174: 20 \\ & \text { 179:16;180:14; } \end{aligned}$ | 117:7 | $\begin{aligned} & 54: 22 ; 66: 15 ; 86: 11 ; \\ & 122: 20 \end{aligned}$ |
| $\begin{aligned} & \text { joining (2) } \\ & 9: 20 ; 124: 23 \end{aligned}$ | $\begin{gathered} \text { 23:6;81:20 } \\ \text { keeping (3) } \end{gathered}$ | $\begin{aligned} & 179: 16 ; 180: 14 ; \\ & 182: 19 ; 183: 19 \end{aligned}$ | L | 122:20 (9) |
| joke (1) | 72:8;73:2;75:9 | 192:19;193:1; |  | 52:22;86:7;110:9; |
| 25:6 | keeps (3) | 196:14;197:22; | lab (3) | 135:7;143:5;153:7; |
| Jon (1) | 71:24,25;125:2 | 198:22;229:21; | 194:18;195:21; | 163:17,25;219:16 |
| 106:4 | Ken (2) | 231:12 | 197:19 | Latino (2) |
| Jones (1) | 191:5;205:18 | kindergarten (1) | labeled (2) | 77:21;115:20 |
| 95:10 | Kendra (3) | $\begin{array}{r}115: 15 \\ \hline\end{array}$ | 81:20;106:19 | Latinos (5) |
| journey (1) | $\underset{\text { 169:15,18; }{ }^{\text {171:13 }} \text { (6) }}{ }$ | $\underset{47 \cdot 1}{\boldsymbol{k i n d l y}}$ | $\begin{gathered} \text { labeling (1) } \\ 165: 5 \end{gathered}$ | $\begin{aligned} & 78: 6,18,20,22 ; \\ & 79: 19 \end{aligned}$ |
| 115:14 | $\begin{array}{\|l\|} \hline \boldsymbol{\operatorname { k e p }}(6) \\ 65: 18,20 ; 201: 17 ; \end{array}$ | $\begin{gathered} 47: 1 \\ \text { kinds (2) } \end{gathered}$ | $\begin{gathered} \text { 165:5 } \\ \text { labor (1) } \end{gathered}$ | $\begin{gathered} 79: 19 \\ \text { laugh (1) } \end{gathered}$ |
| Joyce (3) <br> 41:5,5:100•3 | $\begin{aligned} & 65: 18,20 ; 201: 17 \\ & 203: 3,4 ; 231: 1 \end{aligned}$ | $\begin{aligned} & \text { kinds (2) } \\ & \text { 180:2;181:3 } \end{aligned}$ | $\begin{gathered} \text { labor (1) } \\ 20.16 \end{gathered}$ | $\begin{array}{\|c} \operatorname{laugh}(1) \\ 29: 2 \end{array}$ |
| judge (1) | Key (58) | King (3) | lack (6) | law (24) |


| 9:9;66:12;72:5; | 57:24;62:13 | 197:9;214:12 | 120:10;136:1 | 185:22;193:24; |
| :---: | :---: | :---: | :---: | :---: |
| 75:14;78:2;84:8; | 109:13;119:3;164:20 | 216:3 | link (1) | 04:3;211:2;236:24; |
| 85:20;87:18;131:25; | led (4) | leverag | 49:25 | 237:24 |
| 141:24;142:8,11; | 3:21;14:18;50:23 | 36:16 | ks | live (10) |
| 144:10,12,22;155 | 158:21 | leveragin | 138:1 | 31:21;33:9;39:12; |
| 156:11,11;163:16; | Lee (1) | 46:22 | isa (2) | 9:7;107:3;144:7 |
| 174:14;181:1; | 223:18 | Levy (5) | 37:2;92:2 | 176:17;212:1,4,6 |
| 188:18;229:6,10 | leeway (1) | 40:24;96:23,24,25; | list (22) | lived (2) |
| lawful (2) | 82: | 97:1 | 0:13;44 | 89:21;217:14 |
| 52:5;56:16 | left (10) | Lexingt | 4,11;59:16;83:18 | Lively (1) |
| lawsuit (2) | 8:18;21:25;52:15 | 26:21 | 92:2;94:13;98:4 | 28:25 |
| 131:5;150:25 | 78:8;130:2;153:13; | liberal (1) | 105:1,3,7,11;158:19; | lives (4) |
| lawyer (3) | 167:4;169:5;194:10; | 111: | 59:15,22;162:7,9, | 28:5,9;99:6;147:2 |
| 87:16;105: | 204:17 | library | 11;164:8,21 | live-stream (1) |
| LEA (5) | legal (2) | 197:18 | listed (3) | 44:24 |
| 158:24; | 85:17;130:2 | licens | 24:15,23 | live-streamed (1) |
| 162:7;164:6 | legislatio | 177:7,9 | listen (6) | 44:25 |
| leader (7) | 90:18 | licensed | 16:8,17 | living (3) |
| 40:24;86: | legisla | 202: | 96:5;111:2;131 | 65:17;107 |
| 93:6;97:18;101 | 90:19,21 | licen | listened (1) | 151:19 |
| 128:23 | legislator | 190:18,20;200:24; | 5:1 | $\mathbf{L i z}$ (1) |
| leaders (3) | 67:16 | 202:9;208:25;223:3, | listening | 96:21 |
| 81:12;117:14,1 | legislators | 8,23;230:20 | 81:1;94:23;120: | lobby (1) |
| leadership (10) | 50:2 | licensu | listing (1) | 63:18 |
| 83:16;99:15,18 | legislat | 195:14 | 4:9 | local (23) |
| 101:10;103:25; | 9:5;75:13;119 | lies | lists (1) | 13:15;15:14;48:1 |
| 115:18;117:15; | legitimacy (1) | 2:1 | 130:8 | 0:1;54:1;55:13 |
| 126:1,22 | 120:8 | lieu (1) | literacy (3) | 57:12;68:10;82:16; |
| leading (1) | legitim | 180:7 | 48:1;51:23 | 3:15;84:17;91:2 |
| 100:1 | 55:10;119:10 | life (7) | literally (1) | 93:8;95:17;102:9,16 |
| leads (1) | Lemarion (1) | 33:10 | 25:7 | 116:2,2;117:23; |
| 51 | :2 | 100:23,25;107:15 | little (131) | 121:3;122:1;173:20 |
| League | lend | 217:5 | 5:23;11: | 215:12 |
| 41:1;83:8 |  | life | .9, 21 | locally (1) |
| 11,13 | length (1) | 28:4 | 14:20;16:5;18:11,11; | 95:18 |
| learn (8) | 32:23 | ligh | 19:15;21:15;22:24; | located (1) |
| 78:1;9 | lengthy | 108:11 | 23:6;25:8,11;27:1 | 8:21 |
| 147:12;194:14 | 40 | likely (5) | 28:9;29:3,8;32:5; | locations (4) |
| 197:18;218:11,13 | lens (1) | 43:3:109 | 34:2;35:17;38:6; | 44:19,24;45 |
| learned (4) | 161:8 | 187:18;207:10 | 41:11;64:17,19;65:3; | 82:25 |
| 16:3;20:14;8 | less | 216:21 | 70:14;71:13,14,24; | lock (1) |
| 92:11 | 45:22;57 | likes | 72:4,6,14;73:4,9,12, | 124:2 |
| learning | 96:8;121:1 | 68:7 | 25;74:15,18,19;80:7, | long (13) |
| 19:9,12;20:13 | lesson | limit | 20,24;81:1,5,14;82:5, | 25:10;27:21;28:5; |
| 23:24;128:1;146 | 196:5 | 77:18;142:3, | 12,17,23;85:1,5,6,18, | 39:10;64:15;65:3; |
| 189:16;190:15; | lesso | 183:4,12,13,15 | 23;86:11,16;88:5,11, | 74:25;95:3;101:16; |
| 192:13,21;193:6 | 16:2,3 | 201: | 19;90:6,16;92:5 | 09:12;114:20,21; |
| 194:4;197:21;199:9 | Letici | limi | 93:9;94:20;95:4,10, | 180:8 |
| 10,12,17;201:3; | 40:17;44:15; | 20 | 16;97:25;98:12;99:7, | long- (1) |
| 205:7,9;206:6,13,22; | 4,4,5,6,7,7 | limits | 8;101:17,19;102:24; | 184:14 |
| 209:12,20;213:20; | letter (6) | 142:1;143:6 | 103:17,19,20,22,23; | longer (8) |
| 220:24 | 155: | Linco | 106:12,14,24;107:22, | 8:5;61:7 |
| least (16) | 156:10,11;173:8 | 8:19,20;75: | 25;108:14,24;109:2, | 159:7,16,21;162:8; |
| 30:5;41:14;56:2 | letters (4) | 158:1,2,4,5,15,15,1 | 7;112:11,21,22 | 164:21 |
| 22;59:14;67:13; | 145:10,13 | 159:1,7,10,19,20; | 113:9,11,22;115:2 | longitudinal (4) |
| 120:17,23;121:5 | 191:10 | 62:6 | 13,14,23;116:3,6,20; | 5:20;6:6;7:1,13 |
| 123:8;124:5;127:23; | level (15) | 164:20;165:8 | 117:1,12,22;118:11; | long-term (3) |
| 130:24;198:12; | 29:4;51:22;78:20 | Lind | 119:22;120:18; | 172:24;174:10; |
| 213:19;214:19 | 123:7;126:20,21; | 41:6 | 121:22;123:19; | 205:24 |
| leave (6) | 161:20;179:9,9; | line (4) | 127:19;128:20,21 | Lonheno (1) |
| ; 59:2;121:15; | 180:20;181:4;214 | 21; | 131:2;142:18,18; | 33:4 |
| 162:6,19;232:23 | 215:10;217:2;225:15 | 85:9 | 151:15;161:8;164:5; | look (51) |
| leaving (5) | levels (3) | lines (2) | 167:9;173:12,21; | 5:9;6:2;7:18;13:4, |


| 17;18:19;20:16; | lottery (1) | 96:25;102:23; | 97:12;101:12; | 53:8 |
| :---: | :---: | :---: | :---: | :---: |
| 21:24;22:21;23:3,4,5, | 195:4 | 104:16;112:5;118:3; | 103:14,15,20;106:10; | Matthews (5) |
| 6,6,7;29:6;31:12; | loud (1) | 124:24;139:5;150:6, | 109:24;110:6; | 40:25;101:7,8,9,9 |
| 33:7;34:21;46:13; | 94:20 | 15;158:7;166:3,4,21; | 114:18;118:6;126:3; | maturity (1) |
| 48:19;59:4;67:7; | loudly (1) | 167:13;168:22; | 127:1,1;128:16; | 217:3 |
| 70:20;83:18;108:8; | 91:22 | 169:8;187:8;188:3; | 129:11;130:22; | maximize (1) |
| 113:21;117:7,9; | lousy (1) | 207:22;226:17 | 165:6;172:19;175:2, | 193:5 |
| 121:16;123:21; | 86:13 | Magnet (1) | 3,4;176:3;186:23; | maximum (1) |
| 124:14;126:9,10,15; | love (17) | 80:12 | 192:4;204:6;218:2 | 206:21 |
| 127:6;130:11,15,21; | 23:12;29:15;31:21; | Mahony (1) | March (5) | may (44) |
| 135:20;161:18; | 32:14;35:6;36:21; | 57:2 | 71:19,21;82:13; | 14:5;23:17;24:25; |
| 162:24;163:6,7,25; | 39:16;110:20; | main (1) | 228:15,16 | 27:18;29:18;30:13; |
| 170:17;180:15; | 115:21;146:12,12; | 179:15 | Market (2) | 31:21;41:12,13;42:6; |
| 194:13,20;200:9; | 147:7;151:19;152:9, | maintain (1) | 30:7;173:22 | 44:24;46:19;48:16; |
| 207:22 | 9;184:1;185:8 | 124:7 | marketing (1) | 50:7;52:8;56:15,17 |
| looked (12) | low (7) | major (5) | 173:19 | 61:10;65:2;81:23; |
| 16:15;51:20;65:8; | 5:15;10:14;106:1 | 20:6;33:20;68:9 | marketplace (2) | 118:18;119:12; |
| 70:16;89:24;98:17; | 109:7,25;110:11; | 191:6;231:4 | 14:1;15:18 | 122:9;124:24;130:7; |
| 155:9;161:10; | 160:21 | majority (5) | Marshall (1) | 138:8;139:17,18; |
| 191:15;192:3; | lower (1) | 53:13;93:16; | 44:14 | 160:22;163:13; |
| 213:25;218:15 | 21:24 | 149:20;157:20; | Martin (1) | 164:24;165:1; |
| looking (21) | lowering (1) | 197:10 | 113:12 | 167:19;168:1; |
| 12:23;14:25;17:3; | 195:25 | makes (5) | marvelous (14) | 170:14;188:18; |
| 31:9;79:1;98:8,9; | LREA (1) | 34:1,19;37:19 | 20:5;22:17;27:11; | 195:20;197:13,20; |
| 114:1;127:12;132:8; | 19:25 | 76:23;93:13 | 28:2,12;29:15;30:1, | 200:19,23;204:3; |
| 174:16;175:21; | LRSD (19) | makeup (1) | 24;31:4;32:2,9;33:6, | 206:24;207:21 |
| 184:13;191:13; | 11:11;47:19;50:15 | 83:11 | 19;36:7 | maybe (23) |
| 199:15;202:8,11,21; | 80:9;81:18;84:22; | making (9) | Mary (3) | 18:21;45:22;46:12; |
| 205:21;210:22; | 85:6,14;86:1;97:24; | 49:4;88:16;96:14 | 4:7;169:7;189:16 | 57:8;61:5;83:10; |
| 211:14 | 98:7;99:17;109:13, | 108:12;127:2; | Mash (1) | 119:18,21;120:4,13; |
| looks (9) | 23;127:22;129:14; | 131:10,11;133:16; | 94:24 | 121:24;122:12; |
| 54:2;120:15;121:5, | 132:20;133:10;135:4 | 218:20 | master (1) | 138:9;143:15; |
| 7,18,23;162:17; | luckily (1) | MALE (3) | 216:23 | 163:25;164:1; |
| 198:1;228:9 | 154:3 | 111:13,16;126:14 | mastered (1) | 166:13;177:4;182:1; |
| lose (7) | lucky (2) | man (10) | 210:24 | 186:13;195:24; |
| 15:19,21;20:9; | 100:5,9 | 27:18;31:14;33:3, | master's (2) | 199:4;206:22 |
| 38:3,3;100:19; | lug (1) | 3,22;34:13,16;89:21; | 174:4;185:10 | McClellan (3) |
| 206:22 | 153:16 | 91:21;100:24 | mastery (2) | 69:10;87:16; |
| loses (1) | lunch (5) | manage (4) | 205:13,14 | 117:11 |
| 76:7 | 87:9;89:5,13,18; | 32:15;40:14,15; | match (1) | McKenzie (1) |
| losing (2) | 91:24 | 42:22 | 213:17 | 44:14 |
| 107:18,18 | Luther (1) | management (3) | material (2) | McKinney (21) |
| loss (2) | 113:12 | 19:11;205:10; | 97:7;215:24 | 4:7,8,22,24;5:5; |
| 39:2;121:23 | Lutheran (2) | 213:20 | materials (1) | 6:4,12,15,17,20;8:8, |
| lost (11) | 82:9;146:3 | Mann (1) | 216:15 | 10;9:7,13,15;10:6,7, |
| $14: 2,3 ; 20: 12$ | lyrics (1) | $12: 18$ | math (13) | 9,21,23;11:9 |
| $64: 10 ; 65: 10 ; 82$ | 94:24 | manner (2) | 48:1;51:23;125:7 | McNair (1) |
| $\begin{aligned} & 85: 11 ; 100: 17,17,18 \\ & 154: 20 \end{aligned}$ | M | $\begin{aligned} & \text { 67:6;114:14 } \\ & \text { Man's (1) } \end{aligned}$ | $\begin{aligned} & \text { 194:12,12,17;195:10; } \\ & \text { 198:25;199:1; } \end{aligned}$ | $\begin{gathered} \text { 191:11 } \\ \text { meager (1) } \end{gathered}$ |
| lot (29) |  | 34:17 | 226:14,16,20,25 | 67:16 |
| 19:10;23:19;32:19; | ma'am (16) | Mansion (1) | mathematical (1) | mean (36) |
| 38:19;54:2;58:4; | 9:7;16:21;59:12; | 25:25 | 65:12 | 18:25;20:25;36:10, |
| 79:21;98:16;103:5, | 62:2;87:15;94:16; | Manufacturing (2) | mathematics (1) | 15;43:16;59:14; |
| 15;105:25;120:21; | 140:8,16;142:20; | 192:3;202:13 | 227:6 | 68:18;88:3,9;105:12, |
| 122:7;124:25; | 160:4;168:25; | many (56) | matrix (2) | 15;112:22;125:8; |
| 129:12,12,13;130:11, 18;132:24;136:2; | $\begin{aligned} & 184: 21,25 ; 204: 12 \\ & 223: 1 ; 229: 22 \end{aligned}$ | $\begin{aligned} & \text { 6:1,9,10;15:18; } \\ & \text { 18:9;21:2;28:5,17; } \end{aligned}$ | $231: 1,5$ | $\begin{aligned} & \text { 133:3,12,15;136:15; } \\ & \text { 137:23:138:11: } \end{aligned}$ |
| 153:7;175:5;182:19; | Mabelvale (2) | $30: 5 ; 32: 10 ; 35: 12$ | $\begin{array}{\|l\|} \text { matter (16) } \\ 18: 6,7 ; 19: 17,18 \end{array}$ | $\begin{aligned} & 137: 23 ; 138: 11 ; \\ & 147: 24 ; 153: 15,17 ; \end{aligned}$ |
| 183:2;199:7;207:16; | 30:4;80:17 | 39:18;49:22;50:10, | 34:1;37:11;66:18,19; | 176:7;187:10;202:1, |
| 216:18;232:2 | Madam (29) | 20;57:22;58:3;65:1, | 68:15;99:20;117:13, | 6;205:4;207:11; |
| lots (5) | 41:17;44:1;45:22; | 2;69:22;70:2;73:5; | 13;139:24;170:14, | 210:18,24;211:8; |
| 23:19,23,25;131:7 | $\begin{aligned} & 52: 20 ; 63: 24,25 \\ & 72: 16 ; 74: 13 ; 89: 10 \end{aligned}$ | $\begin{aligned} & 77: 22 ; 78: 3,10,23 ; \\ & 85: 5 ; 92: 24 ; 95: 1,3 \end{aligned}$ | $\begin{array}{r} 14 ; 171: 21 \\ \text { matters (1) } \end{array}$ | $\begin{aligned} & 212: 5,10 ; 214: 22 ; \\ & 215: 9: 229: 13 \end{aligned}$ |
| 202:2 | 72:16;74:13;89:10; | 85:5;92:24;95:1,3; | matters (1) | 215:9;229:13 |


| $\underset{148: 3}{\operatorname{meaning}(1)}$ | $\begin{gathered} \text { 207:13 } \\ \text { members (25) } \end{gathered}$ | $\begin{aligned} & \text { 68:15;69:4;175:14; } \\ & \text { 216:21;217:24; } \end{aligned}$ | $\begin{gathered} \text { mistaken (1) } \\ \text { 185:16 } \end{gathered}$ | $\begin{aligned} & 73: 11 ; 136: 3 ; 181: 25 \\ & \text { month's }(2) \end{aligned}$ |
| :---: | :---: | :---: | :---: | :---: |
| meaningful (1) | 8:25;11:17;35:1; | 231:22 | mistakes (1) | 44:5;85:8 |
| 192:9 | 45:12;49:1,6;50:10 | miles (2) | 120:7 | moon (1) |
| means (3) | 63:5;77:8;80:5; | 26:22;106:10 | Mister (1) | 31:9 |
| 19:1;105:8;138:15 | 96:25;103:20; | military (5) | 143:21 | moral (2) |
| meant (3) | 111:21;124:22 | 98:13;100:5 | Misty (1) | 85:17;97:2 |
| 113:2,5;136:14 | 134:9;158:8;171:19; | 151:19;152:15;154:6 | 151:12 | moratorium (2) |
| meantime (1) | 220:16;223:3,4,8,9, | millage (4) | misunderstood (1) | 88:14;122:5 |
| 16:6 | 14;224:5;226:17 | 8:1,4,5;195 | 12:4 | more (72) |
| meanwhile (2) | memorialized (1) | Millennium (3) | model (1) | 5:21;20:17;25:10; |
| 82:11;86:3 | 222:2 | 21:23;22:3;25:1 | 10:13 | 30:14;33:16;37:9,12; |
| measure (1) | Memphis (1) | million (1) | modeling (1) | 38:12;45:23;46:14, |
| 24:22 | 173:21 | 9:4 | 218:16 | 16;50:18;55:20;58:9; |
| measures (5) | men (4) | millions (1) | models (1) | 59:5;60:24;61:4,12, |
| 90:23;91:1,4,9,12 | 27:4;33:1;34:14 | 109:19 | 218:15 | 13;66:14;70:7,9; |
| med (1) | 100:7 | mind (8) | modern ( | 71:21;72:16;75:17; |
| 154:5 | mentality (1) | 42:9;47:22;51:7 | 37:12 | 82:14;110:14; |
| Media (1) | 20:8 | 65:9;82:22;83:2 | modernize | 118:24;120:18; |
| 28:19 | mentees | 165:7;211:15 | 193:24 | 121:15;123:1,5; |
| Medical (2) | 196:23 | mindless (1) | modify (3) | 127:24;128:9; |
| 191:12;204 | mention (3) | 32:1 | 50:5;81:23;210:1 | 130:20;136:7,12; |
| meet (20) | 9:20;70:23;198:10 | minds (2) | Mohdzain (1) | 137:12,14;143:16; |
| 25:18;27:3 | mentioned (13) | 111:6;206:24 | 223:23 | 145:9,13;146:23; |
| 34:3,4;48:23;49:12; | 35:8;45:2;52:3 | Mindy (1) | mom (2) | 166:12;179:22; |
| 65:5;71:19;75:21,22; | 71:23;116:20,23; | 189:23 | 147:14;153:1 | 181:16;182:21; |
| 82:1;136:21;191:20; | 124:17,22;128:22,22; | mine (1) | moment (9) | 184:4;186:3;187:15, |
| 196:21,23,25;198:11; | 178:25;192:22; | 30:8 | 13:23;19:13, | 19;188:7;192:13; |
| 231:7,10 | 202:17 | minimize | 39:12;61:21;118:3 | 194:5,19;195:2; |
| meeting (56) | mentor (4) | 91:2 | 123:16;201:13 | 198:8,9,13,15;199:3, |
| 8:10;12:20;13:10 | 22:15;197:20,24 | minimum (7) | 220:15 | 18;200:17;214:3; |
| 17:8,10,10,13,15,19; | 198:1 | 59:21;205:5;217:8 | MOMENT] (1) | 215:2;216:6;217:20, |
| 18:16,16;23:16,16, | mentor-mentee | 9,21,22,25 | 74:11 | 23,24;218:11; |
| 18;31:15;42:22;44:5; | 196:21 | mini-teach (1) | moments | 220:13;221:12 |
| 45:10,10,14;50:15; | Mentors (5 | 196: | 39:3;208: | morning (20) |
| 56:24;57:9;58:20; | 196:21;197:1,4,6 | minority (3) | Monday (1) | 11:16,18,25;12:1; |
| 59:12;63:14;71:6; | 198:11 | 92:22;93:18,1 | 166:9 | 16:11;32:24,25,25; |
| 84:24;87:9;91:25; | mentor's (1) | minute (5) | money (14) | 77:8,9,10;80:5;84:2, |
| 101:24;114:10; | 197:21 | 20:22;27:14;68: | 4:18,18,19 | 3;94:18,21;96:7; |
| 115:25;119:13,15 | Merit (3) | 194:8,20 | 65:5;67:7;71:21; | 103:5;191:2;232:5 |
| 120:16;128:14; | 27:8;68:16;225:21 | minutes (31) | 84:12;91:5,5;95:7 | morphed (1) |
| 130:7;132:4;134 | message (1) | 16:15;31:17 | 96:1;225:10,11 | 66:1 |
| 136:11,16;137:17,22; | 42:9 | 70:17;71:2,4, | monies (1) | mortar (1) |
| 138:3,7,7,9;163:7; | messages | 77:15;80:4;83: | 91:10 | 196:11 |
| 164:1;167:5,22; | 131:7 | 87:14;92:3;94:14 | monitor (1) | Moss (39) |
| 177:11;219:14,16; | met (8) | 96:24;101:8;102:22; | 197:7 | 189:23;190:7,7,9,9, |
| 233:22 | 27:18;28:14;33 | 106:5;115:9;139:17; | month (22) | 11;192:15,22;200:7; |
| meetings (14) | 44:10;51:21;114:7 | 140:25;141:1,3; | 12:11;13:5;24:12; | 201:21;202:7,22,24; |
| 17:20;44:18,23,2 | 116:12;173:10 | 145:18,20;156:24; | 34:13;39:10,20;97:4, | 203:2,8,13,15,19,24; |
| 45:1,3;57:24;102:13; | Michael (5) | 170:8,10,12;171:7; | 14;122:24;123:24; | 204:8,12,15,19; |
| 118:9;129:7;130:25; | 12:20;28:3;67:10 | 196:12;200:6 | 124:9;126:17; | 205:2,6,15;206:3,6; |
| 155:14;198:11; | 14;105:22 | Mireya (1) | 141:22;156:5,5 | 210:20;211:8,12,18, |
| 212:21 | Middle (15) | 164:12 | 158:19;163:13,18; | 22;212:19;213:6,12, |
| Meghana (1) | 12:18;23:22;24:22 | mirror (1) | 172:11;226:19; | 16,25;221:5 |
| 24:11 | 25:2;30:4;36:19; | 228:20 | 230:17;232:18 | M-o-s-s (1) |
| Melbourne (1) | 43:4;73:6;80:16,18; | miss (3) | month-long (1) | 190:9 |
| 98:24 | 147:18;151:25; | 70:19;89:6;134:22 | 64:15 | Most (21) |
| Melinda (1) | 159:2,3;164:5 | missed (5) | monthly (4) | 14:7;19:8;20:10 |
| 190:7 | might (21) | 70:15;72:11;86:8; | 5:12;49:12;187:22; | 21:15;22:14;26:19; |
| member (8) | 13:17;15:22;19:19 | 193:16;221:19 | 198:12 | 29:10;35:2;68:20; |
| 88:1;90:11;97:18; | 40:18,19,21;41:6; | mission (4) | months (9) | 69:1;74:20,23;75:20; |
| 102:11;108:3; 115:24:193:19; | 59:4,11;60:10;64:23; 66:3;67:4,14,15; | $\begin{aligned} & \text { 19:14;20:7;99:11; } \\ & \text { 193:5 } \end{aligned}$ | $\begin{aligned} & 41: 20 ; 48: 18 ; 64: 11 ; \\ & 69: 18 ; 70: 17.21 ; \end{aligned}$ | $\begin{aligned} & \text { 100:12,19;109:13; } \\ & 110: 1: 130: 10 \end{aligned}$ |
| 115:24;193:19; | 66:3;67:4,14,15; | 193:5 | 69:18;70:17,21; | 110:1;130:10; |


| 185:16;194:15; | $233: 3,7,11,18$ | nationally (1) | 8:16;9:17;18:6; | 21,24;158:3,10 |
| :---: | :---: | :---: | :---: | :---: |
| $\begin{gathered} \text { 203:21 } \\ \text { mother (2) } \end{gathered}$ | moves ( $12: 12$ | avy (2) | $\begin{aligned} & 36: 2 ; 37: 1,3,12,25 ; \\ & 39: 6 ; 42: 7 ; 53: 9 ; 56: 7, \end{aligned}$ | $\begin{aligned} & \text { 160:11;161:4,23; } \\ & \text { 164:17,22,25;165:3, } \end{aligned}$ |
| 100:20;151:13 | moving (9) | 100:6,1 | 12;63:5;65:23,24; | 15,20,23;166:1,5,16, |
| Motion (60) | 6:20;44:17;50:6; | NCTE (1) | 67:6;84:8;86:12; | 20;167:1,8;168:2,6,8, |
| 8:4;10:5;11:7 | 73:17;112:3;139:2; | 27:1 | 109:6,6;110:9; | 10,12,14,20,23; |
| 16:16;40:6,11;43:6, | 163:3;189:13;223:6 | nearly (1) | 116:16,17;120:12 | 169:1,4,24;170:1,22; |
| 12,15,24;44:4;45:7; | Mrs (1) | 228:11 | 122:5;123:23;124:5, | 171:6,10,17;172:2; |
| 56:23,25;57:3,25; | 40:3 | necessarily (4) | 22;147:3,12;149:11; | 174:23;178:10,13; |
| 61:24;62:10,19; | MSAA (1) | 40:23;113:24; | 154:25;165:11,12; | 181:7,9;183:3,5,10; |
| 132:22;133:24; | 51:8 | 123:7;178:7 | 199:21 | 184:17,22;185:3,13; |
| 134:2,18;135:2,23 | much (28) | necessary | newborn (1) | 187:3;188:1,10,13, |
| 137:10;138:23; | 5:5,17;19:1 | 139:18;175:24 | 152:8 | 23;189:1,4,9,13,25; |
| 148:14;149:3,3,24 | 18;35:10;36:2;39:15; | 179:3 | newly (1) | 190:5,8,10;200:5; |
| 157:11,25;166:2; | 46:9;47:5;57:23; | need (65) | 12:21 | 201:10,14;203:10; |
| 167:23;168:12,15,20; | 60:13;61:13;83:7 | 13:9;18:15;20:10 | Newport (1) | 207:2,9,13,18,24; |
| 188:15,24;207:3,7, | 97:15;103:21; | 11;21:13;25:18; | 98:20 | 208:2,5,9,15,17,21, |
| 20;210:3,4;211:15; | 116:18;121:3 | 27:11;28:22;29:2,6; | news (3) | 24;209:4,7,10,14,16, |
| 212:11;219:13,14,15; | 123:17;127:15 | 30:13;37:2,10;38:12; | 38:23;78:6;86:12 | 19,22,25;210:3,10, |
| 220:2,3,4,22;224:12; | 130:19;152:15 | 40:23;51:6;60:24; | newspaper (1) | 12,15;212:5,10,15, |
| 226:11;229:24; | 169:25;194:1 | 61:10;69:24;73:8; | 80:25 | 18;213:23;214:4; |
| 232:20;233:1,14 | 211:25;212:14 | 78:10;79:14,14; | NEWTON (33 | 218:25;219:3,10,19, |
| motions (3) | 213:2;221:5 | 82:16;97:16,24; | 4:4,15;5:18;7:20, | 22,25;220:21,25; |
| 133:22;210:13,18 | multiple (4) | 102:8;113:17,18 | 24;8:1,4,7,24;9:2,19, | 221:2,4,6,12,20; |
| Mott (1) | 75:16;128:21 | 114:24;116:4,7; | 25;10:2,5,8,20,22; | 222:7,12,14,16,21,23, |
| 190:8 | 154:10;230:22 | 117:14,14,15,17; | 11:2,4,7,10,13,23; | 25;223:6,12;224:2,6, |
| M-o-t-t (1) | multistate (2) | 121:14,25;128:16 | 12:1;16:12;18:1; | 9,12,17;225:7,23; |
| 190:8 | 51:4,14 | 131:6;135:23; | 34:24;38:17;39:25; | 226:1,4,7,11,15; |
| motto (1) | must (3) | 137:16;141:4; | 40:4;41:18,22,24 | 227:7,10,17,19,23; |
| 34:17 | 35:4;139:13;172:6 | 150:14;160:19; | 42:3,16;43:14,18,21, | 228:2,5,9,22;229:23; |
| mountain (1) | mute (1) | 167:25;168:1;170:7; | 24;45:20;47:14; | 230:1,4,7,11;231:23; |
| 191:2 | 61:22 | 171:14;173:12; | 52:23;56:1,3;57:5, | 232:11,13,16,22,25; |
| mourning (3) | myself (5) | 184:13;188:7; | 15;59:6,10,22,25; | 233:5,11,17 |
| 38:24;39:4;57:21 | 73:22;107:10 | 190:15,17;196:2 | 60:14,21;61:16,19, | next (58) |
| move (61) | 136:10;211:3;233:2 | 198:13;201:5; | 23;62:4,8,18,21,24; | 10:7;12:17;13:16; |
| 4:4;7:23;9:24; | mysterious (1) | 205:10;207:21; | 63:7,13;64:3;74:9, | 22:18;24:5,12;27:6; |
| $\begin{aligned} & 11: 1 ; 30: 9 ; 38: 7 ; 39: 5 \\ & 43: 17: 44: 20 ; 62: 15 \end{aligned}$ | 105:5 | $\begin{aligned} & 208: 5 ; 211: 1,6 ; 221: 8 \\ & 231: 20 ; 232: 21 \end{aligned}$ | $\begin{aligned} & 12 ; 77: 2,6,9,14,17 ; \\ & 79: 24: 80: 1: 82: 19,21: \end{aligned}$ | $\begin{aligned} & 28: 23 ; 30: 18 ; 32: 20 ; \\ & 33 \cdot 25 \cdot 34 \cdot 13 \cdot 47 \cdot 11 \end{aligned}$ |
| $\begin{aligned} & 43: 17 ; 44: 20 ; 62: 15 \\ & 85: 2 ; 105: 24 ; 112: 1 \end{aligned}$ | N | needed (9) | $\begin{aligned} & 79: 24 ; 80: 1 ; 82: 19,21 \\ & 83: 4,21,23 ; 84: 1,3 \end{aligned}$ | $\begin{aligned} & 33: 25 ; 34: 13 ; 47: 11 \\ & 16,19 ; 50: 20 ; 51: 2 \end{aligned}$ |
| 136:4;146:16; |  | 14:14;85:1;128:1 | 87:1,4,6,11,13;89:2, | 55:17,24;57:24; |
| 157:14,15;165:18; | nail | 136:4;152:4,4;153:5; | 8,15,17;91:19,25; | 62:14;70:6;77:3; |
| 167:8;168:4;188:3,8, | 85:13 | 171:24;217:3 | 94:10,13;96:17,19, | 83:4;84:10;87:1; |
| 25;193:14;196:3; | name (19) | needing | 23;98:2,4;101:6; | 89:3,12;92:2;94:13; |
| 205:11,17;208:14; | 31:3;47:9;80: | 185:17;231:15 | 102:19;104:13; | 97:4,8;98:4;101:6 |
| 209:3,4,13,21,22; | 87:11;89:20;104:2; | needs (15) | 106:2,4;108:19; | 102:19;103:5;108:7; |
| 210:21,23,25;211:20; | 108:23;141:18; | 34:8,8,9,9;37:9; | 110:23;111:14,17; | 142:10;150:3; |
| 213:18;214:17; | 151:11,12;158:1,4, | 73:19;114:7,10; | 112:8,12,16,18,21; | 152:13;153:24; |
| 215:6,14,19;216:10, | 20,25;159:8,14,15; | 126:20;129:16; | 113:3,6;115:7;118:1; | 163:10;166:9; |
| 13;217:17,21;219:7, | 190:6;192:15 | 155:9;180:4;182:10; | 123:12;124:13; | 167:22;177:16; |
| 17;220:1,23;221:13; | named (3) | 194:5;231:15 | 130:4;131:18;133:1, | 182:1;194:14; |
| 222:10;224:4; | 26:10;33:4;173:9 | neglect (3) | 16,19,23;134:2,5,18, | 196:16;200:23; |
| 225:25;226:1; | names (9) | 14:22;35:12,19 | 21,25;135:11,14,16; | 201:6;205:11; |
| 227:18,19;229:21,25; | 24:15,16,23;33:2; | neglected (2) | 137:8,25;138:18,21, | 209:11,20;210:5; |
| 232:12,13 | 46:14;59:16,20; | 14:23;19:12 | 23;139:2,8,25;140:6, | 216:24;221:13; |
| Moved (24) | 108:5,7 | negotiate (1) | 9,12,14,17,23;141:2, | 224:17;232:18 |
| 7:24;9:25;11:2; | namesake (1) | 93:25 | 5,13,17;142:16; | nice (1) |
| 43:18;81:5;98:11; | 89:21 | neighbors (1) | 144:14,17,19;145:4, | 107:25 |
| 107:8;131:20; | Natalie (2) | 33:11 | 7,11,15,17,20,22; | nicer (1) |
| 149:15;151:16,17; | 22:2,12 | Nell (3) | 147:15;148:13,17,21; | 36:3 |
| 152:15;165:20; | national (8) | 40:25;101:7,9 | 149:2,15,18,21,24; | Nicholas' (1) |
| 189:4;208:18; | 26:21;27:8,10,16; | neutral (1) | 150:3,16,21;151:2,9; | 32:2 |
| 209:14;219:19; | 90:12,14;185:20; | 14:9 | 155:24;156:1,16,20, | night (10) |
| 222:18;224:6;230:1; | 225:21 | new (36) | 23;157:1,10,15,18, | 31:8;64:10;85:10, |


| 24;86:3;93:12;108:4, | 44:8;46:23;52:7,14; | 172:11;212:24 | 144:24;145:2; | PEN-ENROLLMENT (6) |
| :---: | :---: | :---: | :---: | :---: |
| 11;175:9,9 | 4:15;103:24;104:1; | 226:23 | 146:20;147:21 | 169:2,6,1 |
| nine (4) | 30:7.136.3. | offe | 148:3;152:13,23 | 14,19 |
| 81:1;130:8;131:16 | 143:4,13;158:24; | -14 | 153:17,18,20;154:8; | opening ( |
| 161:22 | 159:8,15;162:8; | 00:20;216:4 | 155:5;165:1;168:24; | 139:16 |
| Nineteen | 164:6;175:6;188: | fers (2) | 174:3;176:25;179:7; | openness |
| 24:22 | 213:10 | 174:3,18 | 181:16;182:3; | 59:5 |
| ninth (1) | n | office (7) | 183:18,19;184:11,12; | opens (1) |
| 80:15 | 81:15;135:20 | 47:4;129:5;180:8, | 186:8;190:17; | 199:21 |
| Nobel (1) | nume | ;185:5;218:9; | 196:18;197:13 | operate (1) |
| 26:10 | 85:11 | 228:19 | 198:10;199:23; | 64:24 |
| nobody (9) | Nurse | officials | 200:17,19;203:2 | operated (2) |
| 19:13 | 202:15 | 5:18 | 204:15,17;206:7 | 70:1,2 |
| 69:4,11;78:9,14;79:2, | nurses | often (6) | 207:12;208:10; | operating (1) |
| 3 | 30:22 | 26:12;29:1;5 | 209:11,20;210:13,15, | 81:25 |
| nodded | Nursi | 84:15;154:6; | 19;212:13;219:12 | peration |
| 27:25 | 228:21;229:5 | oftentimes (4) | 220:14;221:13,25; | 165:10 |
| Nodding | nurturing (2) | :22;206:11,2 | 227:12;234:25; | operations |
| 56:18; | 34:8,9 | 218:23 | 235:25;236:25 | 49:10 |
| 184:18;211:11 |  | O | 238:25 | opine (1) |
| NOMINATED (6) | 0 | 2:20,2 | one-by-o | 53:19 |
| 223:2,7,14,15,16; |  | old (10) | 08:9 | opinion (2) |
| 224 |  | 36:3,5 | one-on-o | 85:22;130:18 |
| nominat | 98:24 | ;80:22;89:21;106:9; | 8:15 | opinions (1) |
| 46:5 | ob | 147:5 | ones (4) | 92:7 |
| nominatio | 9:7 | old | :5;65:9;110:18 | opportuni |
| 44:12;50:3,7;58 | obligation | 35:22;36 | 200:25 | 114:18,19;191:1 |
| nominees (1) | 85:17;97:23 | oldest (1) | one-to-one | 192:9,21;199:14,22; |
| 44:8 | obligations (3) | 94:8 | 5:16 | 218:2 |
| non-core | 142:6;151:6; | Olympli | one-way | opportunity (27) |
| 208:25 | observe (2) | 24:12 | 3:17 | 12:8;39:23;46:1 |
| none (1) | 119:20;120:17 | onboard | ongoing | 16;58:21;78:22 |
| 82:2 | obviou | 46:19 | 1:1 | 88:21;119:21;120:5, |
| nonresident (3) | 35:5;45:23;53:3 | once (6) | online (1) | 13;124:25;139:15; |
| 139:14,20;140:2 | 54:15;58:21;61:4 | 19:7;12 | 195:22 | 148:23;151:24; |
| nor (2) | 71:1;73:9;76:20; | 172:11;179:2 | onlooker | 56:7;174:22;179:3; |
| 75:21;18 | 149:7;181:11,18; | 196:22,24 | 81:1 | 90:15;192:14; |
| North (18) | 186:7;195:2;198:12 | one (144) | only (38) | 95:2;200:1,11 |
| 38:6;74:17;98:11; | occasion (1) | 4:17;5:6;6:2 | 8:17;10:11;14:1 | 202:16;204:1;205:7; |
| 141:9,21,23;142:18 | 218:22 | 7:2,14,15;8:17,1 | 15:10;24:10;25: | 218:21;219:6 |
| 143:14;150:11; | occurs | 15:1;18:17;20:4; | 26:12,16;27:21; | oppose (5) |
| 151:4;152:7,9; | 186:23 | 23:17;24:10,14; | 29:17;39:15;64: | 91:1,1,4,9,12 |
| 155:21;191:7,12; | oce | 25:16;26:12,14,2 | 69:3;70:21;72:16 | opposed (31) |
| 202:14;204:16; | 31:6 | 27:6,12,16;28:16 | 95:16;96:2;107:13 | 8:4;10:5;11:7 |
| 221:14 | October | 30:5;31:3,14,14;33 | 110:9;127:6;154:8; | 43:24;62:24;134:25; |
| NOTE (9) | 70:24; | 8,8,9,16;34:11,19; | 162:19;165:13; | 38:23;149:21,24; |
| 11:17;27:25;9 | odd (1) | 35:7,8;36:20;37:1 | 168:23,24;172:4,10; | 57:21,24;164:20; |
| 142:25;167:4; | :8 | 17;39:16;41:7,7; | 190:14;195:9; | 66:1;168:20;170:9; |
| 177:10;193:18 | of-busi | 43:2;47:13;50:18 | 200:25;201:20 | 83:25;189:9;207:6; |
| 224:25;233:9 | 97:3 | 56:2,4,23;58:9,12 | 02:11,25;211:3 | 08:24;209:10,19; |
| noted (1) | off (17) | 61:1;62:10;68:9,11; | 220:5;230:18,24,25 | 210:3;215:21; |
| 19:10 | 8:18;18:20;42:13 | 69:19;82:14;84:10; | onto (1) | 219:25;221:4; |
| notice (1) | 17;50:22;52:13; | 87:19;88:23;89:21; | 151:17 | 222:16;224:12; |
| 190:13 | 61:22;99:11;105:1,3, | 90:2;93:12,22;95:1, | onus (1) | 26:11;228:2;23 |
| notified (2) | 6;121:4;123:14; | 20,23;100:3;102:10; | 215:22 | 232:25 |
| 141:8;150 | 153:19;154:4;164:8; | 103:24;104:18; | open (13) | opposition (3) |
| notion (1) | 229:3 | 105:1,17;108:2,4, | 17:21;3 | 170:11;178:14 |
| 124:8 | offer (12) | 110:4,18;113:12; | 44:22;45:2;47:3; | 201:11 |
| November (3) | 120:17;172:15; | 116:1;119:8,19; | 51:6,24;58:14; | opt (1) |
| 55:6;70:24;75 | 174:11;180:4;184:2, | 120:22;126:4;127: | 119:19;129:21; | 142:8 |
| number (26) | 8;193:9,10;194:22; | 8,9;128:3;129:8; | 130:10;136:17 | opted (3) |
| 5:14;26:14,24; | 195:8;213:17;225:6 | 132:12;133:4; | opened (1) | 142:3,14,21 |
| 28:10;35:22;36:20; | offered (3) | 141:14;142:10; | 28:25 | option (3) |


| 148:24;170:19; | 105:19,20;113:23 | overlooked (1) | paraprofessional (1) | parties (3) |
| :---: | :---: | :---: | :---: | :---: |
| 200:1 | 118:11;119:22; | 83:12 | 80:17 | 139:12;170:9; |
| OPTIONAL (2) | 120:14;121:15; | overnight (1) | PARCC (3) | 223:15 |
| 224:15,18 | 123:15;126:11 | 131:4 | 28:14;173:7;216 | parting (1) |
| options (9) | 128:12;129:22; | over-schooled (1) | parent (15) | 232:18 |
| 114:11,12;157: | 132:15;133:6;142:3, | 37:4 | 40:20;41:1 | partner (4) |
| 172:23;174:9; | 8,11,14;143:9;144:5; | oversight | 94:7,20;98:7;102:24; | 12:2;49:7;173:23 |
| 184:14;193:10; | 145:9,13,25;147:4; | 149:12 | 105:13;114:13; | 199:5 |
| 199:22;226:24 | 149:11;152:19; | overtaken ( | 49:9,9;183:22 | partnering (2) |
| order (13) | 161:9;166:13; | 110:3 | 198:9,14;206:1 | 204:14,18 |
| 41:15;63:14,20 | 173:19,23;180:12 | overview | parents (26) | partners (2) |
| 92:1;118:11;142:1,3; | 185:11;193:3;195:5; | 192:20 | 14:22;40:15,16 | 193:2;199:5 |
| 153:14;156:5,7; | 197:24;200:8; | owe (3) | 42:11;78:23,24; | partnerships (1) |
| 163:15;214:16;231:6 | 202:18;204:17 | 46:9;57:23; | 79:13;91:14;93:18; | 202:12 |
| ordered (1) | 212:20,22;214:1 | own (9) | 95:4,9;96:11;97:12, | parts (2) |
| 66:12 | 225:10;232:1,3 | 21:11,12;3 | 25;99:24;100:19; | 65:4;192 |
| orders (1) | outcomes (2) | :10;154:7;183:25; | 104:10;113:14; | party (3) |
| 65:6 | 82:7;218:16 | 192:7;215:14;217:15 | 115:1;116:22,24; | 139:15,16;142:19 |
| organization (2) | outcry (1) | owned (1) | 117:1;132:17;197:6; | pass (8) |
| 41:3;185:21 | 86:6 | 37:8 | 198:12;206:14 | 10:15;17:18;73 |
| organizational (1) | outline (2) |  | parent-teacher (2) | 75:18;145:9,13 |
| 19:11 | 15;170 | P | 198:15;206:14 | 166:24;200:1 |
| organization | outlined (2) |  | ris (1) | pass/fail (2) |
| 14:1;15:23 | 45:7;190:22 | pace (13) | 106:22 | 211:14;213:1 |
| organize (1) | outperformed |  | Park | passed (13) |
| 45:13 | 30:8 | 193:13,16;195:20 | 22:21;36: | 8:16;13:11;16:16; |
| organized (2) | outperforming | 6:19;197:16 | parking (1) | 1:11;54:9;146:14 |
| 207:17;226:22 | 23:2 | 198:21;199:8;200:2; | 103:5 | 154:24;195:6; |
| orientation (2) | outside (9) | 2:12;204:15; | Parkview (3) | 200:18;212:11,14,15, |
| 201:19;206:14 | 40:19;53:24;63:17 | 5:14 | 21:25;27:9;28: | 16 |
| oriented (2) | 99:6,7;107:4;118:9 | packet (11) | parochial (1) | passed- (1) |
| 201:18;202:4 | 131:15;158:12 | 4:8;8:17;54:13 | 91:6 | 212:15 |
| original (2) | outspoken (1) | 190:13,22;192:19 | parse (1) | passes (2) |
| 56:8;222:5 | 94:20 | 200:11;201:2; | 161:9 | 157:25;207:8 |
| Orr (4) | over (50) | 204:23,25;207:23 | Parsons (1) | passing (2) |
| 40:17;94:14,14,16 | 5:25;10:24 | packets (1) | 26:10 | 145:25;211:19 |
| others (14) | 14:23;36:11;42:5,5; | 206:15 | part (32) | passion (6) |
| 37:8;84:11;91:23; | 65:15,25;68:7;76:1 | page (9) | 6:25;9:16;10:7,16, | 18:10;119:3;131:6; |
| 109:19;114:9; | 18;84:9;85:15;86:7; | 44:3,3,9;80:2,2 | 18,23;40:25;64:1 | 198:24;217:18,24 |
| 139:19;140:1; | 90:8,13;97:5,17;99:3, | 82:15;205:3;206:4 | 68:12;78:15;79:18; | passionate (3) |
| 170:24;191:9; | 24,25;103:13;104:9; | 208:15 | 83:1;119:12,18,20; | 18:13;125:1; |
| 193:13;213:7;218:6; | 106:20,20;107:9; | paid | 130:25;133:2,4,9; | 129:11 |
| 220:6;226:24 | 110:1;121:12,12; | 225:13 | 146:22;159:22; | past (13) |
| otherwise (2) | 136:3;144:24;145:2; | painful | 164:2;170:20,20 | 16:2;74:2;81:8 |
| 12:7;111:5 | 147:13;156:8; | 95:2 | 172:3,4,20;173:1; | 90:20;103:18;109:1; |
| ought (3) | 160:24;163:24; | painless (1) | 188:18,19;189:1; | 118:18;120:7; |
| 33:12;73:6,7 | 166:24;168:14; | 94:25 | 206:8 | 149:10;159:21 |
| ours (1) | 174:11;175:10; | pandering (1) | partial (1) | 164:10;170:5;225:2 |
| 38:6 | 182:10;191:20; | 21:20 | 142:12 | pastor (1) |
| ourselves (3) | 192:11;193:17,21; | Panel (10) | participants | 146:2 |
| 21:6;182:6;206:11 | 198:17;210:22; | 13:1;41:10;70:16; | 97:9 | paternal (1) |
| out (80) | 214:14;225:2 | 71:7;167:6,10,15,17, | participate (4) | 93:17 |
| 7:6;8:16;13:5 | over-achiever (1) | 19;168:5 | 151:7;224:23 | paternalism (1) |
| 14:24;15:22;16:7 | 217:12 | Panel's (2) | 225:1,5 | 93:17 |
| 18:9;20:21;24:3; | overall (3) | 167:21;168:1 | participating (1) | paternalistic (1) |
| 25:9;31:24;33:17; | 17:2;113:10 | paper (5) | 198:5 | 93:18 |
| 36:22;38:15;46:25; | 162:14 | 19:20;21:6;73:10, | participation ( | path (14) |
| 49:21;65:6,7,13,19; | overcome (2) | 17;79:9 | 24:20 | 31:25;52:16;56:7, |
| 70:2;73:5,18,20; | 32:6;126:4 | papers (2) | particular (4) | $12 ; 100: 1 ; 123: 23 ;$ |
| 74:5;76:8;84:11; | overflow (1) | $145: 10,25$ | 45:19;53:6;103:18; | 124:5;132:20; |
| 85:7;86:5,24;92:9, | 63:18 | parallel (8) | 196:6 | 133:10;135:4,19; |
| 19;94:4;97:4;100:11; | over-indulging (1) | $66: 6,7,16,16,20$ | particularly (2) | 196:19;199:8;213:1 |
| 102:15;103:6; | 30:15 | 71:25;74:3;75:17 | 172:5;199:3 | pathways (1) |

199:22
patrons (1)
132:17
pattern (1) 63:2
pause (3)
88:7,13;220:19
pay (6) 176:1;178:2; 224:21,23;225:12,19
payroll (1) 84:11
pays (1) 178:1
Payton (3) 26:14,23;41:14
PCSSD (8)
54:10;142:3,7,24; 143:1,4,12;149:11
PCSSD's (1) 54:8
Pea (1) 192:25
peer (1) 115:17
peers (2) 23:2;93:2
people (80) 7:6;16:17;18:9,12; 19:10,17,22;20:6; 21:19;23:13,21; 25:19,20;26:18; 27:24;31:23;32:4,5,8, 9,14;33:12;34:2,3,3; 39:19,21;40:9;46:16; 64:2,6,20;65:4;69:1, 16;70:3,3;74:23; 75:2,2,2,19;76:10,11; 78:10;87:23;88:13; 96:4;100:4;103:14; 104:6,7;106:11,24; 107:2,6;108:13,13; 109:14;110:4,14; 114:1,2;116:6,22; 117:6;118:7;131:8, 12;144:5,6;155:13; 173:14;181:20; 190:25;204:10; 218:10;220:13,17; 223:15
per (1) 196:22
percentages (1) 214:13
perennially (1) 81:20
perfect (2) 193:8;231:12
perform (2) 23:4;81:16
performance (9) 16:18;17:2;28:11; 82:1;85:4;160:21;

161:15;165:6;220:1
performed (1) 86:18
performing (3)
22:20;161:19,20
period (10)
41:8;51:6,10,11; 128:25;130:20; 182:10;194:7; 196:12;228:16
periodic (1) 61:10
periods (1) 194:6
permission (1) 104:3
Perry (5)
169:7,8;189:16,16; 208:7
person (11) 77:3;80:2;83:4; 92:2;96:22;101:6; 173:5;182:23,23; 200:21;207:12
personalities (1) 59:20
personalized (6) 199:9,10,12,21; 209:11;220:24
Personally (6) 92:9;93:1;103:7; 105:17;166:23; 173:17
personnel (4) 49:17;127:4; 186:12,15
persons (3) 78:23;81:25;170:7
perspective (1) 14:6
persuasion (1) 111:24
petition (6) 169:9,14;170:16, 18;189:18,22
Pfeffer (2) 187:22;230:16
PhD (3) 22:7;25:16;174:7
Phillips (9) 44:14;87:3,5,8,12, 12,13,15;89:12
phone (1) 193:19
phrase (2) 47:5;145:1
physics (4) 174:8;176:6; 185:23,24
pick (2) 62:12;109:20
picked (3) 142:6;153:20;

205:13
picking (2)
153:23,23
picture (5)
32:21,22,22;34:12; 193:22
pictures (2) 29:16;32:19
piece (9)
7:17;10:19;119:8, 9;122:2;166:9; 196:20;205:3;213:2
pieces (2) 192:5;196:18
piling (1) 28:21
pilot (2) 193:10;194:21
Pine (7) 76:15;112:23,23, 24,25;114:3;173:21
pining (1) 110:10
pipe (1) 37:18
pipeline (2) 127:13;129:1
place (27) 15:9;30:6;39:7; 52:7;55:14;58:18; 59:19;73:21;81:23; 82:13;106:18;117:5; 122:7;126:24; 128:15;129:16,24; 138:2;143:6;158:15; 182:11;196:19; 199:8;210:9;215:25; 216:14;231:10
placement (5)
178:21,24;179:8, 13;180:16
places (6) 89:13;112:10; 144:7;218:6,6,19
plan (28) 6:22;7:12,12;12:6; 35:14;57:13;68:5,6, 12;70:14;71:4,11; 73:7,8,19;101:20,20, 24,24;102:4,7,7,15; 104:8;173:16;183:1; 186:15;218:3
planners (1) 13:7
Planning (3) 191:19,22;220:17
plans (5) 91:6;97:23;105:22; 122:6;125:14
play (4)
42:25;61:3;100:21; 132:16
pleading (1)

156:20
please (22)
22:18;24:5;27:6;
34:25;47:20;50:19;
70:11;79:11,18;
100:22;101:4;
112:22;140:1,18,24;
141:18;151:10,11;
158:13;171:1,6;
190:6
pleasure (20)
7:21;9:22;10:25;
11:22,23;42:18;92:6;
149:5;157:13;
165:16;188:14;
208:3,11;209:2,12;
222:8,24;224:2;
225:7,24
PLSB (1)
223:14
plus (2)
63:2;110:4
PM (4)
91:24;167:3;221:9;
233:22
poem (3)
31:17;32:2;35:6
poems (3)
31:1;32:4,12
Poets (1)
27:16
point (35)
50:18;52:11,15; 53:15;54:8;55:12; 56:7,11;61:24;64:12; 79:4;92:19;100:14;
103:17;104:24;
124:7;125:14;126:6,
7;127:13;134:7;
161:22;165:2;
166:12,13;177:25;
191:4,18;192:12;
197:24;202:18;
206:25;208:13;
212:20;225:10
Points (8) 29:4;68:9;127:13; 129:1;173:8;214:14, 25;215:2
poison (1) 95:11
Policy (4) 13:1;41:10;66:18, 19
political (1) 92:10
politics (1) 106:23
Poore (9) 12:20;15:2,5; 17:11,23;67:10,14; 68:2;105:22
poorly (1)

109:15
populated (1)
36:15
population (5)
77:24;78:16;79:8; 128:6,7
portfolio (1)
30:7
pose (3) 52:21;119:1,2
posed (2) 87:24;228:25
position (13) 13:20;14:10;16:8; 36:17;42:17;76:22; 111:22;117:4,5; 141:24;142:24; 143:7;183:16
positions (2) 122:14;187:12
Positive (2) 28:25;83:13
possibilities (2) 52:9,22
possibility (1) 53:9
possible (13) 13:16;34:10;46:10, 23,23;57:24;102:9; 113:16;114:16; 173:5;185:20; 199:18;202:12
possibly (4) 7:4;149:12;199:6; 204:5
post (2) 45:3,8
posted (2) 45:10;130:24
post-secondary (1) 201:24
post-test (2) 126:25;127:2
post-tests (1) 48:20
posture (1) 96:6
potential (6) 38:3;46:20,22; 58:20;181:4;202:3
pounded (1) 85:13
pouring (1) 191:2
poverty (3) 5:7,15;23:3
power (10) 18:10;34:18;56:8, 11,14;65:5;91:2; 119:10,24;120:9
PowerPoint (2) 59:1;192:17
powers (5)

14:23;54:3,4;
132:15;133:5
PR (1)
229:21
practiced (1)
174:14
Prairie (1)
228:25
pre- (4)
48:19;85:21;
126:25;127:2
pre-1957 (1) 108:6
pre-AP (2) 183:24;184:8
precedence (1) 120:1
precedent (1) 122:8
preference (1) 60:15
pre-k (4) 6:7;7:11,16;113:12
Prep (6) 23:6;72:4,6;82:6, 23;88:19
Preparatory (2) 70:14;109:7
prepare (1) 45:5
prepared (8) 43:11;58:4;118:24; 179:23,24;184:24; 192:18;199:19
preparing (3) 88:6;184:5;186:6
prerogative (1) 44:22
preschool (2) 29:18,25
preschools (1) 30:1
present (9) 45:6;50:16;57:25; 122:14;125:12; 139:17;170:9,10; 190:12
presentation (9) 47:17;83:2;124:17; 135:17,21;170:12; 189:24;200:6;201:16
presentations (1) 188:14
presented (5) 83:19;85:12;97:8; 128:10;146:7
presents (1) 187:23
presidency (2) 106:7,21
President (5) 81:2;90:17,17; 107:1;204:21
pre-test (1)
130:22
pretty (5)
13:19;23:15;70:25;
116:18;194:1
previous (5)
4:10;51:21;97:20;
219:8,18
prices (2)
109:25;110:11
Pride (1) 29:4
primarily (2)
36:17;109:2
principal (8)
20:1,1;36:21;
104:2;126:1;127:8; 192:12,16
principals (4) 126:5,21;130:14; 131:13
principal's (1) 130:9
prior (3) 40:12;57:9;178:18
priority (6) 8:23;81:20;125:21, 23;162:9,11
private (4) 91:5,5;107:11,15
privately (1) 31:15
privileged (1) 39:18
probably (7) 65:17;74:20;78:7, 7;93:13;123:15; 163:12
probation (1) 81:23
problem (10) 6:25;29:21;41:25; 68:16;78:5,12;89:15; 126:8;146:14;179:12
problems (9) 18:21,22;29:19; 70:13;105:4,10; 127:8,13;147:10
procedural (1) 131:19
procedure (1) 125:10
procedures (5) 139:10;169:16; 170:3,5,6
proceed (3) 41:16;82:4;221:21
process (34) 6:5;43:10;47:18; 49:22,23;54:21;57:8; 58:11,14;59:4;60:5; 67:11;75:13;119:18; 123:6,22;124:2,10;

125:16;129:23;
132:7,14;133:13;
156:13;180:9,13,23;
181:17;182:11; 185:8;186:25;
203:21;211:23;232:9
processes (2)
79:17;129:15
product (2)
29:21;108:24
production (1)
27:23
PROFESSIONAL (6)
4:3,6,9;127:16; 223:3,8
professor (2)
87:17;88:6
proficiency (6)
47:25;51:22;
161:12,17,21;216:3
proficient (2)
29:7;125:7
profits (1)
110:13
program (33)
4:12;5:25;6:3;
10:10;27:10;29:5,14,
15,15,19;90:19,21;
177:9;190:12,16;
191:16;192:1,14;
193:10;195:13;
196:8,20,21;199:10;
200:2;201:22;
206:10;209:12;
211:10;213:3;
214:16;220:24;225:6
programs (9)
8:13;9:9;29:25; 180:2,4;192:4;
201:20;202:21;203:6
PROGRESS (17) 11:12,14;48:13,19, 21;49:14,20;51:16; 76:2,3,19;83:14; 126:2;127:2;132:2; 197:7;215:15
progressing (2) 198:2,4
progressive (1) 162:15
project (2) 194:3;199:17
proliferation (1) 109:17
prominent (1) 102:10
promise (1) 117:8
promising (1) 85:1
pronounce (1) 214:5
proof (1)

139:21
proportional (1) 143:13
proposal (3) 196:18;206:5,10
proposals (1) 77:23
proposing (7) 190:16;192:20; 194:21;195:4,8; 203:22;227:2
protect (1) 100:24
protections (1) 216:14
protests (1) 102:13
proud (6) 15:3;21:14;25:23; 29:25;35:4;86:16
proudly (1) 80:11
prove (2) 84:23;110:21
proven (1) 92:13
provide (13) 8:13;10:10,13; 38:15;45:3;49:8; 90:23;126:5;128:12; 129:8;139:13,20; 185:9
provided (6) 5:13;56:16;109:24; 131:14;166:22;180:1
provides (3) 55:21;151:18; 199:11
providing (9) 5:1;49:3;84:6; 85:19;99:14,18; 127:23;192:8;196:1
proving (1) 139:21
provision (4) 49:25;52:4;56:13, 14
proximity (1) 82:10
PSAT (4) 224:15,18,22; 225:13
psychological (2) 64:16;67:5
PTA (6) 90:12,12,14,16,18, 21
public (76) 6:8;12:25;13:25, 25;14:13;17:19,21; 33:11;37:15;39:7; 40:10;41:7,9;43:7, 12;44:23;45:2;46:7,

9,12,25;53:21;58:1; 61:25;62:9,12,15; 63:7,10,12,14,19; 75:24;76:13;77:17; 81:4,13,17,22,25; 82:10;88:4;90:5,6, 24;91:5,6,7;92:1,10; 99:1;107:10,13; 108:20,22;109:10; 110:24;112:6;115:2; 119:19;120:16; 131:20;136:17,21,22; 151:7;167:6;169:11; 187:6;189:19; 228:15,16;230:21; 232:1,3,8
publicity (1)
23:23
publicized (1)
101:20
publicly (1) 5:1
Pulaski (20)
67:17;69:20;70:1;
74:18,21;75:9;83:8;
101:14,18;141:9,21,
23;142:2;143:14;
150:11;151:4;152:7,
9;155:21;221:15
pull (2)
73:4;153:11
pulled (3)
112:24,25;221:7
punked (2)
105:12,14
pup (1) 76:4
purpose (4) 19:15;33:13;88:15; 100:7
purposely (1) 100:8
purposes (5)
81:8;154:21,24; 158:2,5
pursue (3) 198:24;201:6,23
purview (1) 52:10
push (2) 68:7;175:11
pushing (1) 85:20
put (34) 15:9;32:22;50:18; 59:20;65:19;73:16; 79:2;82:22;83:2,18; 91:4;107:10;113:1,2, 4,5;121:6;124:20; 126:24;129:24; 155:2,4,12;163:23; 181:1;183:4,12,13; 200:13;201:4;

| $202: 24 ; 232: 1,7,8$ | 55:7 | 35:3,20;39:1,6,7; | recognized (5) | 97:25 |
| :---: | :---: | :---: | :---: | :---: |
| puts (1) | rank (1) | 53:25;54:22;57:10; | 24:20,21;28:7; | regard (4) |
| 48:2 | 36:18 | 59:17;68:15;79:5,5, | 30:2;185:21 | 19:21;118:13; |
| putting (7) | ranked (4) | 14,16,22;89:24; | recommend (2) | 144:22;208:11 |
| 97:7;119:23;173:5, | 26:15,16,24;28:10 | 103:16;107:24; | 170:5;207:5 | regarding (12) |
| 13;184:23;191:25; | rapidly (1) | 114:24;116:25; | recommendation (9) | 45:6;49:14,16,20; |
| 215:21 | 34:6 | 117:6;120:8;133:14; | 59:8;61:3;88:24; | 52:6;54:10;59:7; |
|  | rarely (1) | 146:12;147:7; | 164:17,18;165:19; | 61:24;68:4;140:2; |
| Q | 214:9 | 148:12,12;152:17; | 166:15;168:16; | 159:24;178:20 |
|  | ther (3) | 155:8;161:1;179:2 | 207:14 | regards (3) |
| qualification (1) | 111:10;181:13,14 | 186:9,13,15,16,21; | recommendations (8) | 121:5;122:8;128:3 |
| 225:22 | ratio (2) | 187:24;191:17; | 12:16;49:16;88:17, | region (1) |
| qualifications (1) | 10:14;196:1 | 215:7;216:20;217:3, | 21;94:5;128:11; | 28:11 |
| 48:24 | Raymond (1) | 19,23;218:21;229:7 | 163:11,16 | Regional (2) |
| qualified (3) | 223:18 | reared (1) | recommending (1) | 191:12;204:16 |
| 93:3;230:10,13 | re- (1) | 76:1 | 88:16 | regular (5) |
| qualify (1) | 68:2 | rearticulate (1) | reconsider (4) | 138:7;185:24; |
| 5:14 | reach (2) | 123:2 | 132:20;219:15,17, | 194:24;195:17;213:6 |
| quality (15) | 185:11;205:10 | reason (11) | 20 | regulations (1) |
| 7:11,16;85:19; | reached (2) | 25:6;32:3;75:10, | reconstitute (1) | 70:7 |
| 90:25;92:25;93:3; | 84:15;173:22 | 10;106:7;109:18; | 165:10 | rehashed (1) |
| 99:14,18;113:16; | reaching (1) | 158:20;187:20; | reconvene (2) | 18:24 |
| 174:2,19;179:2; | 225:9 | 203:17;205:13;211:7 | 63:10;167:2 | reign (1) |
| 181:5;182:18;231:6 | react (1) | reasonable (2) | record (9) | 116:18 |
| quandary (1) | 120:24 | 55:5,10 | 76:17;83:13;86:14; | Reinhart (5) |
| 182:4 | read (17) | reasons (8) | 132:6;141:18; | 230:13,14,14; |
| quarter (1) | 21:22;23:12;24:16 | 14:5;57:19;66:2 | 151:11;190:6; | 232:3,7 |
| 126:17 | 26:9;27:14;30:8; | 103:24;118:6; | 200:21;213:8 | reinvent (2) |
| quarterly (2) | 31:2,15,17,18,19 | 167:25;170:10; | recourse (2) | 63:3;75:14 |
| 45:5;49:19 | 32:3;35:7;72:17; | 192:22 | 104:11,20 | REITH (47) |
| quick (1) | 110:6;148:1;212:7 | rebuild (1) | recruit (1) | 43:11,20,21;45:21, |
| 128:24 | readiness (3) | 147:2 | 98:17 | 22;57:16,17;58:8; |
| quickly (7) | 192:8;224:16,19 | rebuttal (1) | recruiter (2) | 59:25;60:1,23;62:11; |
| 13:19;34:10;55:1, | reading (3) | 170:12 | 98:14,14 | 98:22;112:18,20; |
| 20;72:17;78:1;102:9 | 4:20;28:20;133:7 | recap (2) | recruitment (3) | 118:1,2,15;132:23; |
| quietly (1) | ready (12) | 44:4;124:25 | 173:16,18;174:1 | 134:7,13,16;135:15; |
| 110:19 | 71:7,19;137:9; | receipt (1) | red (3) | 136:8,24;137:1,4,11, |
| quite (5) | 145:22;149:2; | 170:16 | 197:11,23;213:1 | 17,21;138:4,9,13,17; |
| 26:5;35:20;36:1; | 157:10;161:24; | receive (8) | reducing (1) | 149:17,18;157:14,15; |
| 206:25;222:1 | 175:12;193:14; | 4:22;10:11;49:6; | 217:20 | 165:22,23;167:4; |
| quote/unquote (1) | 199:20;207:3;216:23 | 81:17;113:15;141:7; | redundancy (1) | 177:10;224:4,7; |
| 86:13 | reaffirm (1) | 175:19;228:17 | 40:23 | 230:3,4;232:21 |
|  | 124:5 | receiv | redundant (2) | Reith's (1) |
| R | real (14) | 4:9;5:7;13:12 | 42:4;137:1 | $62: 19$ |
|  | $21: 21 ; 25: 21 ; 3$ | $\begin{aligned} & 1: 16 ; 50: 7 ; \\ & 2: 6 ; 132: 22 \end{aligned}$ | re-entrenched | relate (3) 120:12; |
| 96:25;97:1,2 | 39:11;133:8;146:25; | 133:12;150:23; | re-examine (1) | 172:17 |
| racism (1) | 180:1,6,23;193:5; | 170:18;184:6;191:19 | 201:5 | related (3) |
| 74:4 | 201:17 | receiving (1) | referenced (3) | 57:6;190:22;209:1 |
| racist (4) | reality (1) | 160:18 | 69:13,13;131:17 | relates (5) |
| 66:9,11;74:2,4 | 75:25 | recent (5) | references (1) | 9:22;88:4;128:19; |
| radio (1) | realize (4) | 35:2;54:8;92:12, | 142:4 | 190:18,19 |
| 94:23 | 101:15;122:7; | 21;130:10 | referred (2) | relationship (2) |
| rain (1) | 151:14;202:7 | recently (3) | 47:6;162:16 | 130:18;197:20 |
| 191:2 | realized (1) | 14:8;70:6;94:6 | referring (3) | relationships (2) |
| raise (6) | 148:25 | recess (1) | 5:6,16;162:12 | 16:1;61:9 |
| 38:1,4;140:18; | realizes (1) | 91:19 | reflect (1) | relative (3) |
| 150:16;171:2;189:25 | 129:11 | Recognition (2) | 93:15 | 7:21;57:12;168:3 |
| raised (3) | really (58) | 27:10;186:18 | reframe (1) | relaxed (1) |
| 35:5;89:25;152:20 | 5:4;13:20;15:11, | recognitions (1) | 179:16 | 85:6 |
| ramifications (1) | 14;18:17;20:20;21:4; | 24:23 | refuse (1) | release (5) |
| 186:25 | 23:20;25:8;26:13; | recognize (3) | $110: 18$ | $72: 20 ; 141: 10,12$ |
| range (1) | 29:25;30:3;32:15; | 48:21;116:5,7 | regain (1) | $150: 25 ; 172: 18$ |


| relevant (1) | 68:3;127:5,5; | 230:10,13;231:8,21 | 197:9;198:17,23 | revised (1) |
| :---: | :---: | :---: | :---: | :---: |
| 82:2 | 128:2;130:14;230:17 | requires (4) | responsible (4) | 226:20 |
| religious (1) | REPORTER'S (7) | 50:1,22;131:25 | 49:3;51:9;84:6; | revision (1) |
| 97:18 | 11:17;27:25;91:21; | 182:8 | 184:1 | 231:4 |
| relocation (1) | 167:4;177:10; | requiring (1) | responsive (2) | revisions (1) |
| 82:9 | 193:18;233:9 | 216:4 | 5:2;121:25 | 228:18 |
| reluctant (1) | reports (9) | rescind (1) | rest (5) | revoke (1) |
| 185:22 | 12:17;16:25;17:1 | 219:7 | 12:11;17:12;23:1; | 81:23 |
| rely (1) | 21:1;45:5;49:19; | rescinding (1) | 124:11;225:14 | reward (1) |
| 173:15 | 126:17;127:7;130:17 | 219:10 | restart (2) | 173:9 |
| remaining (5) | represent (6) | Rescinsion (1) | 161:1,1 | rewards (1) |
| 8:11;9:8;50:25; | 50:2;74:17;93:16; | 219:15 | restoration (1) | 217:25 |
| 51:17;125:24 | 95:22;107:4;223:22 | RESEARCH (6) | 82:16 | RICHARDSON (16) |
| remark (1) | representation (1) | 4:3,7;122:18; | restore (1) | 141:19,20;142:17, |
| 34:11 | 75:4 | 128:10;176:24;206:1 | 117:22 | 20,23;143:11,19,22; |
| remarks (2) | Representative (4) | researched (1) | restored (2) | 144:1,3,9;145:5,6; |
| 94:15;179:16 | 58:17;76:10;183:6; | 161:5 | 76:15,16 | 151:2,3,3 |
| remedy (2) | 191:11 | residents (3) | rests (1) | richness (1) |
| 6:1;107:16 | representatives (6) | 49:1;96:12;146:1 | 48:4 | 107:14 |
| Remember (9) | 119:17;167:14; | resides (1) | result (3) | rid (1) |
| 27:23;47:22;51:18; | 169:13;189:21; | 150:10 | 74:6;174:1;199:21 | 76:22 |
| 80:22;116:11;164:4, | 191:7,8 | resign (1) | results (11) | Ridge (1) |
| 13,13,14 | represented (2) | 117:20 | 54:19;114:17 | 192:25 |
| remembering (2) | 41:4;75:6 | resolution (14) | 121:9;123:25 | ridiculed (1) |
| 164:9,11 | representing (2) | 13:11,14,18,22 | 132:21;133:11,12; | 111:11 |
| remind (1) | 44:7;78:15 | 14:19;15:5;54:9 | 135:6;161:11; | rigged (5) |
| 188:16 | represents (1) | 118:24;123:7; | 163:19;218:7 | 64:24,25;66:4,23; |
| reminded (1) | 28:17 | 132:19;133:9;135:3; | Reta (8) | 69:7 |
| 34:12 | request (39) | 157:5;204:23 | 40:17;44:15;77:4, | right (66) |
| reminder (2) | 42:6;43:16;45:4, | resolve (2) | 5,8,10,16,20 | 21:24;22:2;25:2; |
| 167:23;170:19 | 23;47:1;57:18;82:8, | 123:23;124:8 | re-teach (1) | 28:6;30:3,25;31:23; |
| removal (2) | 24,25;88:20,22; | resolved (1) | 195:24 | 33:3;36:19,20;37:3; |
| 93:5,10 | 139:19;158:23; | 48:14 | retention (1) | 45:24;46:20;47:21; |
| removed (3) | 159:6;167:7,11,17, | resolving (1) | 205:24 | 55:8,15;56:17;57:4, |
| 14:21;48:18; | 17;169:2,6;170:9; | 102:5 | rethink (1) | 4;74:1;78:5,10; |
| 162:10 | 171:21,22;179:17; | resonant (1) | 211:16 | 85:21;87:22;95:15; |
| removing (1) | 186:14;188:6,25; | 33:10 | retired (2) | 99:19;107:17;108:9, |
| 132:3 | 189:5,10,11,14; | resources (6) | 97:2;185:8 | 23;119:23,25;120:3, |
| RENEWAL (4) | 201:11;208:12; | 81:10;92:18;99:15; | return (11) | 19;122:8;136:13; |
| 4:2,6,10;81:24 | 223:2,7;224:15,17; | 114:14,16;117:17 | 48:8,11;54:1,22 | 140:15,18;142:19,22; |
| renewed (1) | 226:14,15 | respect (6) | 55:13;56:23;68:10; | 148:16;150:17; |
| 86:6 | requested (6) | 19:11;20:12;35:19; | 75:8;84:12;91:20; | 152:13;153:21,22; |
| re-nominated (1) | 5:2;58:24;170:4 | 70:2;72:20;231:8 | 102:8 | 154:12;167:20; |
| 223:25 | 171:23;178:15; | respectful (1) | returned (8) | 171:2,12,12;173:12; |
| repeatedly (1) | 188:22 | 69:16 | 13:15;15:14,15,2 | 177:15;187:13; |
| 125:4 | requesting (11) | respectfully (1) | 25;64:20;84:16; | 189:25;198:18; |
| repeating (1) | 9:9;42:12;72:5; | 15:11 | 177:10 | 200:14;202:22; |
| 129:20 | 167:15;172:17; | respective (1) | returning (3) | 203:2;208:1;210:7; |
| replace (3) | 188:11;190:13,20; | 223:14 | 38:24;83:14;224 | 212:1,19;213:15; |
| 45:25;223:4,9 | 201:4,20;202:25 | respond (5) | revealed (1) | 214:6,11;218:1; |
| replaced (1) | requests (4) | 16:9;126:5;183:19 | 93:11 | 220:6 |
| 13:14 | 170:21;178:19; | 185:12;202:5 | review (19) | rights (2) |
| replacing (1) | 187:20;227:12 | responded (2) | 4:13;50:9;139:10 | 57:11;95:8 |
| 223:19 | require (2) | 11:18;162:16 | 162:13;167:18,20,23, | rigor (6) |
| REPORT (25) | 59:11;181:2 | Response (3) | 24,24,25;168:4,15; | 179:9,9,12;215:5, |
| 11:12,14,20,20; | required (5) | 127:17;161:25 | 171:23;180:13,20,22; | 10,17 |
| 12:14,24;13:2;16:20; | 136:5;142:7; | 162:2 | 181:2;227:4,13 | rigorous (3) |
| 17:16;36:19;38:15; | 179:21;180:7;226:23 | responsibilities (2) | reviewed (1) | 215:24;216:3,6 |
| 40:7;43:16,16,17; | requirement (3) | 48:3;57:11 | 40:13 | rise (1) |
| 45:21;99:16;125:22, | 143:8;182:14; | responsibility (13) | reviewing (1) | 218:22 |
| 22,25;127:11;130:8, | 215:21 | 34:18;52:2;85:23; | 180:9 | risk (3) |
| 10;131:16;231:15 | requirements (6) | 86:1;116:5,19;124:4; | revise (1) | 32:18;46:20; |
| reported (6) | 172:14;179:19; | 128:18,19;149:13; | 227:4 | 225:12 |


| River (4) | 187:21 | 180:20;194:1; | 28:13,13,16;29:8,9, | 238:24 |
| :---: | :---: | :---: | :---: | :---: |
| 44:8;47:5,7;88:2 | RTI (2) | 216:24;219:13 | 10,10,11,12,14;30:4, | schools (122) |
| RN (1) | 127:16,22 | sample (1) | 21;32:5;34:2,5,15; | 14:2;15:20,21,22, |
| 228:25 | rub (1) | 197:25 | 36:8,21,23;37:1,12, | 24,25;16:18,19; |
| road (1) | 64:12 | Samuel (3) | 25;41:11;48:9;49:6, | 20:20;22:1,19,20,23, |
| 68:20 | rue (1) | 146:3,4;147:10 | 8,9,9,13,19;50:12,14; | 25;23:11,13;24:1; |
| Roberts (2) | 110:2 | sanitizer (1) | 52:6,12;53:17;54:2, | 30:21;35:10,16;37:3; |
| 22:22;28:10 | rule (6) | 25:5 | 3;55:14,22,23;56:23; | 47:25,25;48:14,20, |
| robotics (3) | 72:2;89:23;125:9; | sat (2) | 64:17,19,23;65:16; | 22;50:25;51:10,17; |
| 26:4,4,8 | 210:6;231:2,19 | 121:10;193: | 66:6,7,9,11,16,16,20; | 52:12,14,14;54:23; |
| robust (3) | rules (24) | save (1) | 67:25;68:22;70:1,8, | 56:6,9;65:13;68:22; |
| 70:25;71:1;81:13 | 7:5;70:7;73:12,14, | 112:22 | 9;71:25;72:14;73:4, | 72:3;73:13;75:24,25; |
| ROCK (109) | 17;81:21;144:10; | Saviers (8) | 6,10,25;74:1,3,15,17, | 76:11,18,18,25;79:6, |
| 11:11,14;12:9,22; | 163:15;170:3; | 9:20;61:19;62:1,3, | 18,19,19;75:8,16; | 8,20,20;81:7,9,15,17, |
| 13:7,22;16:5;18:11 | 171:22;228:3,6,14, | 7;189:2,6;193:20 | 76:8,9,14,15;77:23; | 22;82:11;88:4,5,8,10, |
| 11;19:15;21:15; | 20,21;229:8;230:9, | saving (1) | 78:2,2,18;80:12,13, | 11,18,18;90:6,6,8,24; |
| 22:24;23:6;25:12; | 12,15,17;231:1,5,10; | 232:17 | 14,16,18,18,20,24; | 91:7,17;92:19;93:3; |
| 27:12;28:9;29:8; | 232:8 | Savior (1) | 81:21,23,25;82:10, | 95:13;96:1;98:16; |
| 32:5;34:2;38:6; | rumored (1) | 146:2 | 16,17;84:9;85:2,18; | 99:1;102:15;105:3,6, |
| 41:11;64:17,19;65:3; | 84:22 | saw (5) | 87:18;88:22;91:2,10, | 10;107:10,11,13,15; |
| 70:14;71:13,14,24; | run (4) | 99:16;115:16,18, | 13;94:21;95:10,16; | 109:18;110:12; |
| 72:4,6,14;73:4,9,12, | 29:14;177:19; | 18;182:25 | 98:1,19,20,20,24,25; | 113:21;114:4,5; |
| 25;74:15,18,19;80:8, | 206:24;225:10 | saying (13) | 99:4;101:19;102:8, | 115:4;116:25; |
| 20,24;81:1,5,14;82:5, | running (2) | 33:24;56:19;71:11; | 16,24;103:3;108:25; | 117:11;119:4; |
| 12,17,23;85:1,5,18, | 34:21;84:11 | 87:16;118:14;124:2; | 109:1,2,8,22;110:3,4; | 122:21;125:20,21,24, |
| 23;86:16;88:5,11,19; | runs (1) | 183:11;211:1,14; | 112:2;113:9,11,13, | 25;126:1,7,18; |
| 90:6,16;92:5;94:20; | 37:11 | 213:18;214:15; | 22;115:2,13,14,23; | 127:24;130:2,8,19; |
| 95:4,10,16;97:25; | Ruth (4) | 233:5,16 | 116:4,15;117:1,10, | 131:14;146:12; |
| 98:12;99:7,8;101:17, | 41:1;83:5;101:12, | scale (10) | 10,12,22;119:4; | 152:20;155:15; |
| 19;102:24;103:17,19, | 15 | 190:19;205:16,22 | 122:5;125:15,16,17, | 158:20;163:14; |
| 20,22,23;106:12,14, |  | 211:9,23;213:11 | 19;126:21,22;127:3, | 169:11;173:8;180:5, |
| 24;107:22,25;108:14, | S | 214:10,24;215:22 | 22;128:3,24;131:3; | 21;187:11,13; |
| 25;109:2,7;112:11, |  | 217:9 | 138:25;139:3,11,20; | 189:20;193:22,23; |
| 21,22;113:9,11,22; | sad (1) | scales (2) | 141:7,7,9,21;142:2,4, | 216:9;225:2,20; |
| 115:2,13,14,23; | 5:2 | 5:10,12 | 8,10,12,15;143:14, | 226:24 |
| 116:3,6;117:1,12,22; | saddens (1) | scaling (1) | 25;146:9,18,21; | science (9) |
| 127:19;128:20,21; | 152:10 | 127:22 | 147:4,18,21,24; | 28:12;172:23; |
| 131:2;142:18,18; | safety (1) | scenarios (1) | 148:6,22,24;149:1,4; | 174:7;194:11,11,17, |
| 164:5;173:21; | 90:24 | 52:7 | 150:1,4,8,9,10, 11,22; | 18;195:10;196:10 |
| 236:24;237:24 | sake (3) | schedule (7) | 151:4,7,20;152:3,6, | score (2) |
| rode (1) | 42:4;149:10,10 | 196:4,13;200:8 | 12,14,18,23;153:1,4, | 176:2;214:19 |
| 103:4 | Salas- (1) | 208:10,12,18;212:23 | 6,17,20,21,22;154:3, | scored (2) |
| role (7) | 150:6 | scheduled (2) | 17,25;155:14,17,22; | 161:17;175:16 |
| 14:12;47:10;55:24; | SALAS-FORD (13) | 194:9;195:18 | 157:12;158:16,18,20, | scores (13) |
| 61:4,5;129:6;132:16 | 139:5,6,9;140:3,8, | scholar (5) | 23;159:2,3,16,17,21; | 51:5;57:10;123:21; |
| role-playing (1) | 11,13,16;148:19,22; | 22:2,11,12,12 | 160:1,1;162:9; | 124:11;130:21; |
| 111:22 | 150:6,14;157:7 | 193:6 | 163:13;164:5,5,19; | 133:13,14;160:2,3; |
| roles (3) | Salt (4) | Scholars (2) | 165:9,11;166:18; | 161:8;176:8;186:8; |
| 46:21;48:3,8 | 192:2,24;204:22; | 27:9,11 | 167:7,11;169:3,7,9, | 215:24 |
| roll (2) | 218:8 | Scholarship (2) | 13;172:14;173:9,10; | scoring (2) |
| 201:7;203:16 | same (36) | 22:4;27:2 | 174:5,21;178:15; | 28:13;130:23 |
| rolling (1) | 7:2;27:4;42:8,8; | Scholarships (4) | 179:11,11;181:19; | Scott (2) |
| 51:19 | 45:9;46:20;74:6; | 21:23;25:11,15 | 183:23;184:14; | 141:19;151:3 |
| rolls (1) | 91:16;103:21; | 94:5 | 186:24;189:12,15,17, | Seal (1) |
| 15:19 | 106:25;109:20; | school (320) | 21;191:15;192:2,12, | 100:10 |
| Romine (1) | 115:20;121:11; | 6:10;11:11,14; | 16,23,25;193:7,8,12, | seat (1) |
| 127:20 | 123:3,14;137:6; | 12:9,19,22;13:7,16, | 17;194:2,14;195:1,8; | 155:12 |
| Ron (1) | 150:22;151:4,23; | 22,23,24;14:2,7,8,15; | 199:24,25;203:18; | seated (1) |
| 191:11 | 153:10,24;154:17; | 16:5;18:11;19:14,15; | 204:20,22;205:18; | 33:4 |
| room (5) | 159:13;160:22; | 20:18,24;21:11,15, | 206:15,23;221:15,15; | seats (1) |
| 18:16;23:25;85:25; | $161: 6 ; 162: 8,14$ | $16 ; 22: 1,6 ; 23: 22$ | 226:14,16,23;230:20, | 63:17 |
| 91:22;109:5 | 163:1;165:14;170:6; | 24:22;25:12,12,23; | 21;231:13,19; | Sebastian (1) |
| route (1) | 174:22;175:19; | 26:23;27:12,19; | 236:24;237:24; | 8:21 |


| $\begin{gathered} \text { SECME (1) } \\ 26: 8 \end{gathered}$ | $\begin{aligned} & 134: 9 ; 195: 4 \\ & \text { self (6) } \end{aligned}$ | $\begin{gathered} 39: 16 ; 40: 2 \\ \text { serviceable (1) } \end{gathered}$ | $\begin{gathered} 112: 15 \\ \text { shell (1) } \end{gathered}$ | $\begin{aligned} & \text { 64:8;67:24;133:4; } \\ & 145: 1 ; 162: 2 ; 193: 5 ; \end{aligned}$ |
| :---: | :---: | :---: | :---: | :---: |
| Second (79) | 110:10;113:14; | 35:24 | 110:9 | 221:22 |
| 7:25;8:1,7;10:1,2; | 115:1,12;166:10; | services (10) | shift (3) | simply (11) |
| 11:3,4;19:13,16; | 173:17 | 4:11;8:13,15; | 85:8;86:4,23 | 44:4;159:25; |
| 26:20;30:6;43:20,21; | selves (1) | 10:13;14:14;128:1; | shifting (2) | 162:10;166:8;186:3; |
| 46:18;48:7;62:19,20, | 93:20 | 160:19;181:4; | 86:17;198:22 | 196:4;211:14; |
| 21;78:19;82:14;94:7; | Semifinalists (1) | 182:16;189:17 | shipmates (1) | 212:22;213:18; |
| 105:2,5;133:9;134:3, | 27:8 | serving (1) | 100:15 | 222:3;226:21 |
| 4,5;135:2,11,14,15; | Senator (20) | 114:8 | shock (1) | sincerity (1) |
| 149:16,17,18;157:16, | 41:5,6,17,18,19; | session (5) | 64:16 | 111:9 |
| 17,18;165:21,22,23; | 42:1,10;63:22,22,24; | 60:7;136:12,16 | short (2) | singing (1) |
| 168:7,17;174:16; | 64:4,22;66:11;67:9; | 137:17,21 | 53:4;79:5 | 31:7 |
| 189:2;208:19,20,21, | 72:25;74:10,12,13; | set (16) | shortage (1) | single (5) |
| 25;209:5,6,7,15,16, | 77:2;103:8 | 45:12;47:12 | 172:19 | 26:25,25;29: |
| 24,25;212:11;219:9, | Senators (1) | 109:19;122:16; | shortly (3) | 33:7;198:4 |
| 21;220:2,25;221:1; | 41:4 | 142:1,13;143:6; | 14:13;83:10; | sinister (1) |
| 222:12,13;224:7,8,9; | send (1) | 144:10;196:25; | 121:13 | 104:8 |
| 226:5,6;227:20,21, | 65:6 | 197:3,22;205:20 | shout-out (1) | sisters (1) |
| 22,23;230:2,3; | sending (1) | 206:7,21;211:1; | 98:18 | 153:2 |
| 232:14,15,16;233:18, | 68:19 | 218:1 | show (9) | sit (2) |
| 19 | sends (1) | sets (3) | 21:10,17;32:19; | 33:24;198:19 |
| seconded (3) | 12:4 | 100:9,16,20 | 34:12;73:19;117:15; | site (1) |
| 189:6;219:23; | senior (1) | setting (2) | 123:17;126:25;162:4 | 45:9 |
| 222:18 | 152:5 | 125:5;215:3 | showing (1) | situation (8) |
| secretive (1) | seniors (2) | settings (1) | 81:15 | 52:18;65:8;102:6; |
| 97:14 | 25:1,23 | 125:5 | shown (6) | 103:10;150:22 |
| secretly (1) | sense (9) | settlement (1) | 39:9,10,13;76:19 | 162:6;214:10;231:12 |
| 102:8 | 6:9;37:20;38:24 | 143:1 | 93:10;204:2 | $\boldsymbol{s i x}(9)$ |
| section (2) | 67:22;76:23;202:3; | seven (4) | shows (1) | 47:25;70:17,21; |
| 132:10;199:23 | 215:15,20;216:8 | 49:1;103:15;109:2; | 99:17 | 103:15;121:10; |
| sections (1) | sensitive (4) | 194:6 | sick (3) | 123:4;127:23; |
| 133:8 | 163:5,8,12;164:2 | seven-period (1) | 25:6,7,8 | 154:18;174:12 |
| security (2) | sent (8) | 194:6 | side (12) | Sixteen (1) |
| 103:4,6 | 12:3;67:24;92:22; | seven-plus (1) | 43:2;59:9,9,24,24; | 27:8 |
| seeing (2) | 103:2;104:5;178:18; | 9:4 | 92:14,15;93:22,22; | sixth (1) |
| 13:8;192:7 | 191:10;205:19 | Several (17) | 94:9;98:20,21 | 54:11 |
| seek (2) | sentences (1) | 11:17;15:1;17:3,9; | sides (2) | size (2) |
| 35:5;49:13 | 229:12 | 20:15;33:20;34:14; | 22:16;111:20 | 36:25;58:22 |
| seeking (1) | sentiments (1) | 40:9;56:22;82:10; | SIG (1) | skip (1) |
| 53:10 | 60:2 | 84:9;85:25;110:25; | 128:4 | 24:6 |
| seem (4) | separate (3) | 171:22;192:22; | signed (12) | skipped (1) |
| 82:5;85:14;109:9; | 26:24;46:4;133:22 | 203:11;224:25 | 40:9,16,21;62:16; | 168:14 |
| 133:19 | separates (2) | shake (2) | 63:20;83:4;101:7; | sky (1) |
| seemed (2) | 142:7;179:8 | 20:4;25:3 | 108:20;112:10,14,14; | 31:7 |
| 70:25;203:20 | September (5) | Shakespeare (1) | 187:6 | Skye (1) |
| seems (6) | 55:6,18;70:24; | 232:19 | significant (1) | 31:4 |
| 70:8;121:14; | 75:12;89:19 | shaking (3) | 48:10 | slack (1) |
| 122:11;152:24,25; | seriously (1) | 25:8;59:9,24 | signing (1) | 109:20 |
| 164:3 | 116:20 | shall (2) | 25:24 | slash (2) |
| segregated (3) | seriousness (1) | 49:1,2 | sign-ins (1) | 210:6,6 |
| 66:14;78:8;81:8 | 111:9 | shape (1) | 80:2 | slate (1) |
| segregation (2) | servant (1) | 81:9 | SILENCE (4) | 83:19 |
| 92:23;106:19 | 20:7 | share (4) | 61:21;87:21; | slated (2) |
| Seimens (1) | serve (3) | 24:1;38:22;39:5; | 201:13;208: | 77:3;153:6 |
| 27:15 | 49:2;100:5;179:21 | 171:17 | silent (2) | sleaze (1) |
| select (3) | served (4) | shared (2) | 195:21;197:19 | 22:13 |
| 45:14,14;50:10 | 87:17;90:16,17; | 7:8;197:5 | Siloam (2) | sliced (1) |
| selected (2) | 114:7 | sharing (1) | 192:3;193:1 | 67:15 |
| 182:24;195:12 | serves (1) | 7:3 | similar (5) | slide (8) |
| selecting (1) | 85:18 | sheet (3) | 14:21;60:23;82:6; | 21:22,24;22:18; |
| 95:15 | service (5) | $112: 7,14 ; 207: 22$ | 141:23;187:14 | $24: 5 ; 28: 23 ; 30: 12$ |
| selection (2) | 4:9;20:3;34:21; | sheets (1) | simple (7) | 47:20;54:18 |


| sliding (2) | 187:5,17 | 173:22 | spend (1) | 91:13,14;102:4; |
| :---: | :---: | :---: | :---: | :---: |
| 5:10,12 | someplace (1) | Spanish (4) | 217:23 | 115:10;140:2; |
| slightly (1) | 72:11 | 109:3;172:23; | spending (1) | 169:22;170:23;171:1 |
| 215:3 | sometime (2) | 174:11,15 | 22:5 | standard (5) |
| slots (2) | 51:15;222:1 | Spark (1) | spent (2) | 114:7;210:5,5,6; |
| 9:10;104:19 | sometimes (10) | 205:9 | 100:23;136: | 215:3 |
| slow (5) | 81:9,16;118:10 | speak (27) | Spider (4) | standardized (3) |
| 57:8;74:4;88:13; | 130:22;137:3; | 12:8;16:9;41:3; | 34:13,14,16,17 | 179:13,14;212:9 |
| 193:14;200:3 | 172:21,24;193:13 | 62:17;63:23;77:3 | spirit (3) | STANDARDS (6) |
| slowed (1) | 198:21,22 | 83:5;85:10;87:7,10, | 25:22;39:6;222:2 | 223:3,8;226:20,22 |
| 54:23 | somewhere (4) | 22;89:16;91:14;92:8; | spit (1) | 227:5,6 |
| slower (1) | 72:15;111:10; | 101:7;103:5;111:4, | 33:17 | standing (6) |
| 195:23 | 185:1;193:15 | 20;112:20;113:8; | spite (2) | 63:15;86:17;90: |
| small (8) | son (11) | 118:9;145:23; | 71:10;76 | 115:2;220:5,15 |
| 36:15;84:22;99:1, | 35:4;146:4;147:10; | 151:10;178:14 | spoke (5) | standpoint (4) |
| 5,9;110:8;199:23; | 152:12,19;153:1,10, | 201:11;211:3,7 | 65:21;81:2;101:13; | 25:20;66:21; |
| 204:3 | 13,23;154:3;155:5 | speaker (3) | 131:8;171:13 | 113:23;178:23 |
| smart (2) | song (3) | 87:1;97:21;115: | spoken (4) | stands (1) |
| 89:24;109:14 | 31:22;94:23,24 | speaking (7) | 46:6;60:24;204:9; | 42:25 |
| Smith (4) | sons (1) | 16:7;62:25;64:2 | 220:8 | star (1) |
| 8:22;96:21;98:20; | 152:5 | 83:8;123:10;155:15; | sponsor (1) | 20:25 |
| 177:8 | soon (4) | 233:9 | 26:21 | stars (3) |
| Smith's (1) | 13:16;54:19;84:14; | speaks (2) | spots (1) | 31:9,10,11 |
| 127:25 | 153:8 | 40:12;89:3 | 87:8 | start (19) |
| Smothers (7) | soon-to-be-out- (1) | special (22) | spread (1) | 22:6;29:19;41:15; |
| 89:10,14,18, 19, 20; | 97:2 | 30:18,19;46:11; | 220:13 | 59:6;63:19;65:11; |
| 91:4,9 | sorrow (1) | 60:6;70:1;74:19 | spring (2) | 67:4;71:20;77:15; |
| sneeze (1) | 232:19 | 80:17;81:17;82:8 | 84:25;97 | 97:17;107:2;147:12; |
| 22:13 | sorry (28) | 119:13;120:16; | Springdale (1) | 148:8;184:14;195:5, |
| social (2) | 22:11;28:8;43:15 | 127:25;136:11,16; | 192:23 | 8;199:1;201:23; |
| 74:25;195:11 | 77:6,7;89:8;105:21; | 137:22;138:6; | Springer (16) | 221:21 |
| so-forth (1) | 112:23;113:1,2; | 194:23;221:15; | 140:3,11,12;150:2, | started (11) |
| 194:13 | 134:22;137:11; | 230:21;231:8,14,17 | 5,7,13;151:12,12; | 18:20;35:8;63:14; |
| soldier (1) | 140:6;141:15; | specialists (3) | 155:25;156:12,19,22, | 71:19;80:1;94:18; |
| 101:15 | 144:16;148:14; | 125:17,19;163:1 | 25;157:12;158:11 | 107:24;115:14; |
| solely (1) | 164:23;166:5,6; | specially (1) | Springers (2) | 131:2;165:4;208:6 |
| 116:5 | 181:9,17;187:7; | 59:12 | 150:12;151:9 | starting (4) |
| solemnly (4) | 210:6;219:11; | specialty (1) | Springs (2) | 66:8;85:8;116:8; |
| 140:19;150:17 | 220:14;222:4,17 | 184:16 | 192:3;193:1 | 171:7 |
| 171:2;190:1 | 232:22 | specific (13) | stability (4) | starts (2) |
| soliciting (1) | sort (5) | 61:4;176:12; | 85:1;103:25 | 41:7;69:15 |
| 113:25 | 19:22;121:22 | 178:19;179:17; | 146:11;147:8 | start-up (2) |
| solitary (1) | 123:6;136:15;141:21 | 180:5;182:21;188:9; | stable (1) | 165:8,9 |
| 26:25 | so-to-speak (1) | 190:14;198:3;200:4, | 147:9 | state (69) |
| solution (2) | 218:4 | 12,24;202:9 | stack (1) | 21:16;22:24,25 |
| 76:25;121:2 | sound (4) | specifically (11) | 207:25 | 24:23;28:10,13;45:6, |
| solve (1) | 21:8;85:13;169:21, | 45:16;113:22; | Stacy (1) | 8;48:2,4,12,16;50:15; |
| 29:20 | 22 | 114:1;116:10; | 177:4 | 52:6,17;54:10;56:15; |
| solvency (1) | sounds (1) | 127:15,18;178:22,22; | staff (11) | 65:4;69:17,21;72:21; |
| 84:13 | 203:5 | 187:17;190:21; | 36:18;44:18;45:3; | 73:18,20;80:6;81:4, |
| Somebody (9) | south (8) | 202:18 | 81:10;84:13;99:15; | 12,19,22;84:5,9,18; |
| 22:15;68:19;76:21; | 44:7;47:5,6;88:2; | specificity (2) | 139:6;150:7;165:12; | 85:11,25;86:20,24; |
| 96:2;143:24;177:4; | 98:20,21;147:20; | 61:2;62:14 | 184:11;228:13 | 98:16;99:13;100:5, |
| 207:7;227:24;229:11 | 151:23 | specifics (2) | staged (1) | 18;105:19;107:3,4; |
| somebody's (1) | Southeast (3) | 194:19;202:25 | 32:21 | 124:6;129:5;132:25; |
| 73:9 | 10:17;187:11,12 | spectacular (2) | stairs (1) | 144:22;159:20; |
| somehow (3) | Southern (1) | 27:20,21 | 36:14 | 164:20;167:17,19,22, |
| 24:3;61:14;66:1 | 223:24 | speech (1) | stakeholder (2) | 25;169:9,14;172:20; |
| someone (12) | south-of-the-river (1) | 77:11 | 44:6;88:2 | 173:18,19;179:10; |
| 16:7;41:10,13; | 120:12 | speechless (1) | stakeholders (1) | 189:18,22;190:5; |
| 93:6,14;110:20; | space (1) | 91:15 | 44:12 | 191:14;214:23; |
| 114:13;117:5; | 63:17 | Spencer (2) | stand (11) | $216: 5 ; 218: 13 ;$ |
| 128:22;131:15; | span (1) | 27:18;28:18 | 64:7;86:16;90:4; | 226:24;228:14,21; |


| 229:4 | 147:1;154:24;160:2; | 175:14;176:8;177:1, | 187:21 | 63:4;107:21 |
| :---: | :---: | :---: | :---: | :---: |
| state-appointed (1) | 175:18,23;194:2,5; | 2;194:25;197:3,6,7, | subcommittee (1) | summon (1) |
| 48:5 | 196:8,11,13;199:24; | 10,15,16;198:1,2,3,5, | 60:8 | 32:9 |
| stated (3) | 212:20;213:7,16; | 6,13,23;199:7,17; | subject (9) | sun (1) |
| 71:8;103:18;116:1 | 215:17,23;217:8; | 200:9,13,14,17; | 50:4;171:21 | 18:5 |
| statement (3) | 225:11,14 | 204:11;206:13; | 195:10,14;198:7; | Sunday (1) |
| 56:5;72:11;139:16 | Stock (1) | 210:21;211:24; | 202:8;217:4;230:22, | 86:12 |
| statements (1) | 30:7 | 212:25;213:5; | 25 | super (2) |
| 183:19 | stood (3) | 214:11,17;216:12,20 | subjects (4) | 7:17;104:19 |
| States (5) | 65:21;85:9;141:14 | students (158) | 197:1,16;217:5 | superhero (1) |
| 100:6;106: | stop (7) | 15:19;19:21;22:16, | 231:7 | 34:14 |
| 107:1,5,7 | 30:12;32:1;42:13; | 23,24;24:17,19,20, | submarine (2) | superintendent (20) |
| statewide (3) | 73:15;79:12;104:21; | 22;27:9,15;29:10,12, | 100:6,11 | 12:21;48:5;49:12; |
| 51:7,8;216:1 | 197:9 | 24;32:13,17,20;34:4; | submitted (1) | 61:6;65:18,23,24,25; |
| status (2) | stores (1) | 36:16;51:23;79:12; | 167:19 | 66:3;67:1,6,20; |
| 45:6;210:5 | 109:25 | 84:7,19,24;85:12,18; | submitting (1) | 95:14;109:21;129:5; |
| statute (21) | storm (1) | 86:2,14,19;91:14; | 49:19 | 141:6;170:23; |
| 47:12;48:12,24; | 231:12 | 92:16,17,18,24; | subs (1) | 173:17;181:19; |
| 50:1,22;52:2,4;55:12, | story (3) | 93:14,24;95:4,24; | 184:15 | 189:23 |
| 21;56:16;63:3; | 86:10;111:20; | 96:12,14;113:25; | subsequently (1) | superintendents (2) |
| 103:13;120:1;121:5; | 113:20 | 114:8;115:12,13,19; | 150:23 | 79:6;130:15 |
| 122:8;125:10;132:9, | Straight (4) | 117:7,13;125:7; | subset (6) | superintendent's (1) |
| 15;133:6;138:15; | 34:17;35:3;126:12, | 127:10;141:10,12; | 160:12,16;161:7 | 186:18 |
| 210:6 | 13 | 143:9,14;151:1 | 13,18;213:13 | superiority (1) |
| statutes (5) | straight-up (1) | 159:13,16,17;160:13, | substantive (1) | 99:22 |
| 130:3;171:19,22, | 96:3 | 13,16;161:7,12,13, | 228:18 | support (24) |
| 25;180:3 | strand (1) | 16,19,19;162:4,8,9, | substitutes (2) | 4:11;49:18;53:17; |
| statutorily (2) | 36:24 | 18,25;165:14; | 172:24;174:10 | 60:9,12;83:13;90:23; |
| 128:17;181:1 | stranding (1) | 166:14;169:12; | succeeded (1) | 91:7,10;110:19; |
| statutory (1) | 37:14 | 172:6;173:1,6,14; | 52:12 | 113:8;117:1,15; |
| 128:18 | strategy (3) | 174:22;175:2,5,9,11, | success (1) | 127:22;129:4,5,8; |
| stay (6) | 64:16;120:11 | 17;176:15;177:23; | 218:12 | 155:13;184:2,3,5,6; |
| 31:10;34:24;54:10; | 122:18 | 178:2;179:1;183:22, | successful (3) | 211:15;216:15 |
| 147:7,14;222:20 | strengthened (1) | 25;184:9;186:7 | 204:5;218:15,18 | supported (3) |
| stayed (2) | 85:4 | 189:20;192:8; | sucked (1) | 12:24;39:21; |
| 164:7,10 | stress (4) | 193:11,11,15;194:9, | 110:11 | 116:24 |
| stays (1) | 48:9;100:21;147:6; | 11,12,14,22,22,23,24, | suffer (1) | supporter (1) |
| 198:6 | 155:4 | 24,25;195:3,3,18,19, | 110:18 | $41: 12$ |
| stead (1) | stressed (1) | 22,25;196:2,2,6,7,14, | suffers (1) | supporters (1) |
| 87:10 | 193:15 | 16,20,22,23;197:1,4, | 81:18 | 74:15 |
| STEM (1) | strictly (1) | 8,23;198:8,11,17,21, | sufficient (1) | supposed (3) |
| 26:7 | 229:5 | 24;199:3,18;200:2,8; | 48:13 | 95:17;126:23; |
| step (9) | stringent | 201:23;204:1,4,6; | suggest (6) | 153:8 |
| 11:21;48:10;54:1; | 179:7 | 205:9,17;206:16; | 43:1;64:22;65:12; | supremacy (2) |
| 117:4;132:5;157:4,6; | strives (1) | 210:23;212:1;215:6, | 73:1;104:23;111:1 | 99:23,25 |
| 171:6;184:19 | 99:13 | 14,19,23;216:2,10; | suggested (4) | SUPT (54) |
| Stephens (1) | strong (2) | 218:3,12,16;220:10; | 21:5;58:11;65:13; | 11:16,19,24;18:5; |
| 24:13 | 25:22;115:2 | 224:22;225:1,3,4 | 104:25 | 21:19;22:10;23:10; |
| stepped (2) | stronger (2) | students' (3) | suggestion (3) | 24:10;25:14;28:2; |
| 14:12;123:16 | 84:16;85:7 | 28:9;160:2,3 | 64:4,5,5 | 33:16;35:18;36:6,12; |
| steps (8) | struggled (1) | studies (3) | suggestions (2) | 37:22;39:15;40:3; |
| 33:19;50:20;57:25; | 195:23 | 7:1;74:25;195:11 | 47:4;97:10 | 141:1,4,6;150:22; |
| 62:14;68:11;73:24; | struggling | study (4) | Suicide (2) | 190:7,9,11;200:7; |
| 120:22;126:24 | 198:13 | 5:20;7:18;131:1 | 94:25;95:2 | 201:21;202:7,22,24; |
| Steven (2) | Stuckey (1) | 137:19 | summarily (1) | 203:2,8,13,15,19,24; |
| 28:14,15 | 191:5 | studying (1) | 69:23 | 204:8,12,15,19; |
| Stevens (1) | student (57) | 131:13 | summation (2) | 205:2,6,15;206:3,6; |
| 127:21 | 7:4,4;27:10,13,16; | stuff (3) | 183:6,7 | 210:20;211:8,12,22; |
| still (31) | 28:11;41:14;49:10, | 29:2;30:11;233:13 | summative (1) | 212:19;213:6,12,16, |
| 36:7;48:22;54:24; | 17;94:3,6;106:9; | stumbling (1) | 216:1 | 25;221:5 |
| 56:6;71:12;82:24; | 126:8;128:5,6; | 196:3 | summer (12) | sure (26) |
| 95:2;105:10;123:5; | $130: 16,16,17 ; 143: 2$ | sub (4) <br> 109•3•181:14 24 | $8: 13,15 ; 29: 5,9,10$ | $4: 20 ; 6: 19 ; 49: 4$ |
| 126:3;127:3,11; | 3,5;152:3;165:6; | 109:3;181:14,24; | $11,11,14 ; 35: 9 ; 57: 9$ | 57:14;63:25;71:6; |


| 96:14;113:18; | system (12) | 46:15;129:8 | 13,14;166:10;218:8 | 54:22;94:7 |
| :---: | :---: | :---: | :---: | :---: |
| 114:15;129:10; | 64:25;66:6,7,17; | taught (5) | teammates (1) | TFA (1) |
| 132:5;136:21; | 71:25;81:14;100:16, | 74:25;109:1;174:5, | 39:19 | 109:19 |
| 137:25;166:24; | 18;195:4;205:10; | 15;177:3 | teams (3) | Thanks (9) |
| 175:4;176:16;182:5, | 213:21;218:1 | $\boldsymbol{t a x}(2)$ | 26:5;126:23; | 7:19;12:4,5;17:24; |
| 17;183:9;198:6; | systems (1) | 37:7;91:10 | 128:12 | 55:25;57:4;201:16; |
| 210:22;211:17; | 37:16 | taxation (1) | teamwork (1) | 203:9;207:1 |
| 213:25;217:1; |  | 75:4 | $23: 20$ $\operatorname{tech}(6)$ | theme (2) |
| $\begin{aligned} & \text { 229:15,18 } \\ & \text { surely (2) } \end{aligned}$ | T | $\underset{75: 5}{\operatorname{taxing}(1)}$ | tech (6) 68:12,13,16,17,2 | 31:4;94:24 |
| 70:5;110:1 | table (2) | taxpayer (1) | 98:15 | 41:11 |
| surfaced (1) | 46:17;163:6 | 114:13 | technical (2) | thereby (1) |
| 221:23 | tabling (1) | teach (10) | 49:4,5 | 195:25 |
| surgeries (1) | 163:25 | 29:22;144:5,6; | technician (2) | therefore (1) |
| 33:20 | tack (1) | 173:24;174:8; | 200:16;202:16 | 184:7 |
| surprise (1) | 206:22 | 175:24;176:15; | Technology (5) | Thesaurus (2) |
| 65:1 | takeover (6) | 177:5;195:15;200:23 | 28:20;44:25; | 99:20;137:16 |
| surrounding (1) | 48:4;52:10,17; | teacher (46) | 193:25;194:4;195:17 | thinking (5) |
| 7:5 | 84:18,22;86:1 | 20:2;24:14;27:19; | teed (1) | 122:23;123:13; |
| survey (1) | talent (2) | 28:15,18;30:23; | 121:4 | 154:19;176:13; |
| 206:16 | 186:22;191:5 | 80:15;93:4;109:1,3; | teleconference (1) | 201:23 |
| surveying (1) | talented (12) | 115:16,17;126:9; | 9:21 | third (3) |
| 225:2 | 171:20,25;172:4,6, | 130:16;172:7,8,13, | telling (4) | 17:13;68:11,11 |
| survivor (1) | 8;178:17,21;179:20; | 17;173:18,23;174:4; | 69:5;78:9,14;79:3 | third-quarter (1) |
| 146:5 | 180:9,16;185:5; | 176:1,6,7,11,13,20; | tells (2) | 127:11 |
| suspect (1) | 186:24 | 177:4;179:23; | 31:22;109:21 | thirds (1) |
| 30:7 | Talk (27) | 181:22;194:17; | temporary (1) | 216:21 |
| suspension (1) | 20:16,21;30:19; | 195:24;197:24,25,25; | 181:25 | Thirty (1) |
| 70:7 | 34:17;35:3;47:11,17; | 198:19;199:12; | tenants (1) | 24:19 |
| sustain (1) | 58:18;64:14;69:1; | 200:21;205:8; | 75:3 | Thomas (2) |
| 34:7 | 77:12,21;98:7;103:9; | 208:25;212:1;213:2, | tend (2) | 64:9;226:15 |
| sustainable (1) | 109:4,5;120:3,6; | 7;223:17;230:10,13 | 109:15;217:11 | thoroughly (2) |
| 61:8 | 126:10,13,13;128:9; | teacher-child (1) | tentative (1) | 46:3;217:4 |
| Sutterfield (1) | 131:24;163:12; | 10:14 | 50:4 | Though (5) |
| 27:18 | 169:15;201:2;206:1 | teachers (36) | tentatively (1) | 85:12;93:7;99:18; |
| Sutton (2) | talked (11) | 30:24;91:14;92:25; | 50:6 | 112:9;217:15 |
| 146:4,7 | 18:23;34:20; | 102:1;109:13,16; | term (4) | thought (10) |
| swear (4) | 123:19;128:2; | 126:22;128:6; | 61:7;88:13,14; | 46:12,24;47:9; |
| 140:19;150:17; | 129:18;132:18; | 130:19;131:13; | 184:15 | 58:5;70:4;121:24; |
| 171:2;190:1 | 133:6;187:16;193:2; | 144:21;146:13; | terms (19) | 122:23;135:18; |
| sweats (1) | 202:14;205:18 | 155:16,20,21;165:12; | 39:9;53:5;54:4,25; | 211:24;232:17 |
| 93:13 | talking (19) | 172:8,22;173:25; | 61:2;119:23;120:11; | thoughtful (1) |
| sweet (1) | 17:6;35:15;41:15; | 174:19;176:18; | 121:2,8;123:5,21; | 192:5 |
| 232:18 | 45:24;60:23;69:18; | 183:16;184:5,13; | 133:10;135:4;186:6, | thoughts (3) |
| swiftly (2) | 72:10;96:8;98:9; | 185:21;195:11,16,17; | 11;212:10;213:9; | 38:16;121:18; |
| 73:20;149:12 | 120:5;122:11;127:1; | 196:22;202:10; | 223:4,9 | 124:15 |
| switched (2) | 131:12;161:14; | 230:18,22,23;231:9, | territory (1) | thousand (1) |
| 87:8;89:12 | 165:5;187:14; | 11,17 | 111:12 | 22:4 |
| Switzerland (1) | 201:17;206:13; | teachers' (1) | test (6) | thousands (7) |
| 68:14 | 211:18 | 110:16 | 124:10;133:11; | 22:22,24;24:17; |
| sworn (12) | tall (1) | teacher's (1) | 152:19;176:9; | 26:22;29:9,12; |
| 139:13;140:2; | 221:19 | 177:8 | 200:18;225:22 | 106:10 |
| 144:14,15,17,21; | tally (1) | teacher-student (1) | tested (4) | three (36) |
| 150:12,15,17;170:8, | 207:22 | 196:1 | 21:2,3,3,7 | 10:12;28:13;40:16; |
| 24;171:1 | Tamika (1) | teaching (10) | testify (1) | 52:14;56:6;77:15; |
| symbolic (1) | 44:13 | 19:9,12;20:12; | 140:18 | 80:3;83:6;87:14; |
| 15:10 | tangibility (1) | 23:24;131:2;174:6; | testimony (8) | 92:3;94:14;96:24; |
| sympathetic (2) | 120:18 | 176:6;177:6;196:4; | 139:13,19,20; | $101: 8 ; 102: 22 ; 104: 4$ |
| 186:10;187:1 | targeted (2) | $230: 22$ | 140:19;150:18; | 106:5;109:3;113:10; |
| synergy (1) | 127:15;190:14 | team (14) | 170:25;171:3;190:2 | 115:9;127:10;129:2; |
| 191:3 | tasked (1) | 26:4,9,15;100:10; | testing (3) | 131:5;141:4;142:2; |
| synthesis (1) | 122:19 | 101:10;125:18; | 20:23;21:6;206:23 | $151: 21 ; 175: 3,5$ |
| 211:5 | tasks (2) | 127:9,19,19;129:3, | tests (2) | 185:1,1;188:6,6,7; |


| 191:1,13;204:8; | 19,22;65:10;68:11; | totally (5) | 152:24 | TSA (1) |
| :---: | :---: | :---: | :---: | :---: |
| 210:15 | 73:22;77:11;78:15; | 7:9;97:16;133:18, | transparency (10) | 26:9 |
| three-point (2) | 91:13;92:8;98:6; | 21,21 | 37:9;60:5,12,25; | Tuesday (2) |
| 68:5,6 | 99:19;118:16;121:3; | touch (1) | 72:19;97:11,15; | 25:1;166:10 |
| threes (1) | 122:3,24;123:8,15; | 105:21 | 113:19;118:7;119:9 | tuition (1) |
| 179:4 | 129:20;130:12; | touched (1) | transparent (2) | 22:5 |
| three-year (3) | 131:9;139:23; | 28:5 | 67:7;95:22 | turn (4) |
| 51:19;127:14; | 167:23;170:6,14; | tough (1) | transplant (1) | 26:6;119:2;128:23; |
| 161:18 | 184:2,6,7,24;190:12, | 39:12 | 98:10 | 192:11 |
| threshold (6) | 20;191:18;223:15; | tour (1) | traveled (1) | tweaked (1) |
| 205:5,10,19,21; | 226:19;232:20 | 192:2 | 98:15 | 218:17 |
| 210:21;211:2 | today's (1) | toured (1) | treated (5) | Twenty (2) |
| thrilled (1) | 57:24 | 192:23 | 15:10;75:25; | 141:1;145:20 |
| 106:22 | toes (1) | tournament (1) | 109:15;115:20;165:8 | twin (2) |
| throngs (1) | 123:16 | 26:21 | treatment (1) | 146:3,8 |
| 80:25 | together (18) | tournaments (1) | 81:18 | two (64) |
| through-12 (1) | 18:24,25;32:22; | 94:1 | Tremendous (7) | 21:22;22:8,8;25:1; |
| 101:12 | 33:12;38:10;61:11, | toward (4) | 27:4;36:17;46:11, | 26:13,19;27:8,9; |
| thumping (1) | 14;65:20;70:11;97:7; | 73:18;83:14; | 15;102:12,13;103:25 | 28:10;31:1;33:1; |
| 31:8 | 116:7,9;146:20; | 182:22;191:21 | tremendously (1) | 37:16;44:2;52:3,12; |
| Thurman (8) | 153:22;161:22; | towards (3) | 191:25 | 56:6;57:9;63:5; |
| 140:24,25;141:1,4, | 191:25;218:19; | 48:11;54:1;132:3 | trend (2) | 65:19,19;70:12; |
| 6,6;150:21,22 | 231:18 | town (13) | 162:15,19 | 72:22,22;84:15;94:6; |
| Thursday (2) | Tolbert (1) | 18:22;19:6;23:5; | Tribel (1) | 103:10,11,23;104:2, |
| 12:18;97:8 | 129:6 | 36:25;61:10;87:17; | 106:4 | 16,24;111:20;112:5, |
| thus (2) | told (8) | 99:2,3,5,9;110:8,10; | Tribell (2) | 10,17;113:11; |
| 76:8;118:19 | 36:21;38:15;52:1; | 192:7 | 106:4,6 | 124:22;133:17,22; |
| tick (1) | 58:17;75:15;87:19; | towns (1) | trickled (1) | 136:22;143:2;146:3; |
| 34:2 | 200:18;204:2 | 99:1 | 86:5 | 149:24;152:5,21; |
| Tidwell (1) | Tommy (1) | track (8) | tricky (1) | 153:1,2,4,13,16,18; |
| 28:3 | 44:13 | 5:25;6:11,13; | 202:8 | 157:24;161:11; |
| till (5) | Tomorrow (1) | 76:17;196:25;197:2, | tried (1) | 171:24;183:22; |
| 22:7;34:22;63:9; | 125:21 | 16;198:6 | 99:3 | 190:17;197:13; |
| 111:17;232:18 | tomorrow's (1) | traditional (18) | triggered (2) | 204:25;206:5,21; |
| timeframe (2) | 131:16 | 48:8;49:13;73:3; | 48:1;51:13 | 218:9;221:22;225:2; |
| 121:22;163:15 | tone (1) | 88:4,11,18;177:6; | trip (1) | 237:25 |
| timeline (11) | 193:18 | 193:7,11;194:10; | 218:10 | two- (1) |
| 45:15;50:3;51:2; | tonight (1) | 195:13;196:8; | trouble (1) | 216:20 |
| 54:18;58:19;121:8, | 25:2 | 199:24;211:1,9,22; | 191:1 | two-part (1) |
| 19;122:11;123:20; | Tony (5) | 213:11;215:20 | troubles (1) | 133:3 |
| 124:18;184:23 | 38:5;40:17;94:14; | traffic (1) | 220:6 | type (4) |
| timelines (1) | 141:6;221:16 | 154:2 | true (6) | 58:12,14;182:8; |
| 121:9 | took (18) | train (3) | 23:1;36:6;93:11; | 217:12 |
| times (12) | 14:9,23,23;25:7; | 184:4,4;185:21 | 177:2;214:22;216:9 | types (1) |
| 45:15;70:22; | 32:8;33:19;84:9; | trained (1) | trust (4) | $187: 16$ |
| 120:21;127:1,6; | 85:1;90:8;107:1; | 49:9 | 86:18;97:11,15,25 | typically (6) |
| 153:18;159:21,22; | 111:13,14,16,17; | training (10) | truth (13) | 4:19;185:18;186:4; |
| 161:16;176:3; | 116:19,19;191:1; | 49:5,6,8;87:19; | 31:22;140:20,20, | 205:12,25;214:2 |
| 185:16;196:15 (iming (4) | 200:15 | 99:16;100:14; | 21;150:19,19,19; |  |
| timing (4) | tool (1) | 127:23;178:25; | 171:4,4,4;190:2,3,3 | $\mathbf{U}$ |
| 122:9;138:8; | 15:12 | 179:25;185:9 | try (7) |  |
| 215:18;216:12 | toothpick (1) | transcript (2) | 79:6,10;128:12; | ugly (1) |
| Timothy (1) | 68:8 | 213:5,10 | 180:10;184:7; | 76:1 |
| 151:13 | top (7) | transfer (1) | 207:19;228:12 | ultimate (1) |
| TIP (1) | 22:20,23;28:13; | 139:22 | trying (24) | 97:22 |
| 24:20 | 82:7;83:18;146:23; | transfers (5) | 20:5;29:22;61:7; | ultimately (2) |
| tired (4) | 173:10 | 142:1,15;143:7; | 66:12;77:24;78:1,4; | 38:1;84:6 |
| 65:17;86:17; | topic (2) | 144:9,11 | 86:10;98:8,16; | umbrella (2) |
| 105:14;203:1 | 207:17,19 | transition (3) | 122:14;136:9;147:1; | 200:15,20 |
| today (44) | topics (1) | 46:9;48:8;231:2 | 152:2,16;163:24; | unable (2) |
| 12:18;18:9;19:8; | 207:16 | transitions (1) | 173:3,12;181:12,20; | 84:10;161:9 |
| 35:7;42:2;57:23; | total (2) | 12:12 | 186:16;194:2,3; | UNANIMOUS (23) |
| 62:17;64:11,14,18, | 103:12;143:11 | transitory (1) | 232:23 | 8:3;10:4;11:6; |


| 43:23;62:23;134:24; | 141:24;215:8 | updated (2) | 179:11 | $167: 16 ; 170: 14$ |
| :---: | :---: | :---: | :---: | :---: |
| 138:22;165:25; | unit (5) | 193:25,25 | variety (1) | 207:10;212:13; |
| 167:16;168:19; | 51:9;125:18; | updates (1) | 54:21 | 219:5,8,11;232:21 |
| 189:8;208:23;209:9, | 127:25;128:1;214:12 | 12:10 | various (1) | voted (3) |
| 18;210:2;219:24; | unitary (3) | upon (5) | 214:12 | 43:6;47:23;232:4 |
| 221:3;222:15; | 143:2,3,4 | 75:3;138:8;141:12; | vehicle (1) | voter (1) |
| 224:11;226:9;228:1; | United (6) | 171:23;225:1 | 132:17 | 38:3 |
| 230:6;232:24 | 100:5,6;106:18 | upper (2) | vein (2) | Voters (4) |
| Unbelievable (2) | 107:1,5,7 | 21:25;22: | 129:15;136:9 | 41:1;83:9;101:10, |
| 22:8;26:23 | units (2) | upset (2) | versus (2) | 14 |
| unbelievably (1) | 172:9;214:25 | 103:8,8 | 46:21;161:10 | voucher (1) |
| 30:22 | unity (1) | upstairs (1) | vested (1) | 91:6 |
| uncertain (1) | 40:2 | 84:25 | 131:1 |  |
| 124:18 | University (6) | up-to-date (1) | via (1) | W |
| uncomfortable (1) | 5:19;94:3;98:15 | 107:6 | 55:14 |  |
| 212:2 | 223:19,21,25 | upward (2) | vice (2) | Wabash (2) |
| undeniable (1) | Unknown (5) | 162:15,19 | 45:14;90:17 | 191:11;204:16 |
| 23:8 | 91:21;96:22; | urgency (1) | Vicki (3) | wages (1) |
| Under (32) | 111:13,16;126:14 | 71:10 | 98:22,23;193:20 | 67:16 |
| 4:17;49:6;50:19 | unless (5) | use (15) | Victoria (1) | wait (4) |
| 52:2;54:15;55:12; | 32:16;40:17;112:3 | 5:9;13:6;33:2 | 223:20 | 55:17;168:9,9,9 |
| 56:5;64:24;66:9,11; | 207:6;210:14 | 35:19;57:9;88:13,14; | view (5) | waited (2) |
| 67:5;69:17,21;73:18; | unnerving (1) | 99:20;145:1;163:13; | 6:6;53:11;61:8; | 41:19,24 |
| 81:18;84:8,15;86:20; | 94:8 | 197:9;202:4;211:19; | 79:4;197:1 | waiting (4) |
| 100:9;104:4;139:24; | unreasonable (1) | 224:15,18 | views (2) | 16:6;79:23;220:2; |
| 142:8;144:10,11; | 13:18 | used (9) | 53:13,13 | 233:14 |
| 163:1;170:14; | unsuspecting (1) | 15:11;47:5;91:7 | vigilant (1) | waive (2) |
| 180:22,23;200:15,20; | 110:5 | 114:14;152:22; | 69:20 | 72:2;202:8 |
| 223:13;231:3 | unusual (2) | 160:1;181:5;201:18; | VIPS (1) | waived (2) |
| under- (1) | 39:20;64:7 | 203:7 | 102:11 | 182:13;210:7 |
| 38:11 | unworkable (1) | using (3) | virtual (2) | waiver (30) |
| undergo (1) | 104:21 | 8:11;215:21 | 204:7,10 | 82:8;169:5;170:20; |
| 108:1 | up (80) | 218:18 | virtually (1) | 171:21;172:1,5; |
| undergraduate (1) | 11:21;12:8,10; | usual (1) | 20:23 | 175:13;176:14; |
| 22:6 | 16:17;18:5;19:5,17; | 232:8 | vision (1) | 180:15,23,25;181:14, |
| undermining (1) | 28:1;31:6,12;32:6, | usually (3) | 173:1 | 23;182:2,20;186:13; |
| 72:13 | 21;36:14;37:14;40:9, | 185:19;215:10; | visit (1) | 201:18;202:4; |
| understood (3) | 17,21;44:11;50:19; | 217:16 | 107:20 | 207:16,17;208:12,14, |
| 105:4;135:8;137:6 | 51:6,25;56:18;58:17, | utilize (2) | visited (1) | 18,25;210:4;213:24; |
| underwater (2) | 25;61:18;62:12,16; | 38:12;151:18 | 218:6 | 219:23;220:9,11; |
| 100:7,12 | 63:23;64:7;73:5; | utilized (1) | visiting (1) | 230:20 |
| un-do (1) | 80:19;83:6;86:16; | 38:12 | 131:12 | waivers (45) |
| $212: 12$ undue (1) | $89: 24 ; 90: 3,7 ; 98: 9$, $13 \cdot 103 \cdot 14 \cdot 105 \cdot 8$ | V | visual (1) | $53: 10 ; 169: 2,6,10$, $15 \cdot 170 \cdot 4 \cdot 9 \cdot 171 \cdot 14$ |
| $155: 4$ | 13;103:14;105:8; | V | 174idy (1) | $15,23 ; 172: 16 ; 173: 4$ |
| unexpectedly (1) | 111:6;112:10,14,14; | VACANT (2) | 80:22 | 15;174:17;178:14, |
| 146:15 | 122:16;125:3; | 223:4,9 | vocal (1) | 20;180:2,18;184:3; |
| unfair (1) | 127:23;128:14; | vacuum (1) | 94:20 | 187:16,21;188:11,21; |
| 76:9 | 142:6;146:11,13,13; | 123:10 | voice (5) | 189:10,11,14,19,23; |
| uniform (4) | 148:1;152:20,24; | Valerie (3) | 53:8;54:5;75:5 | 190:14,17,20;200:24; |
| 214:10,24;215:22; | 153:9,9,20,23,23; | 102:20,21,23 | 101:3;133:8 | 201:3,12,19;203:7, |
| 217:9 | 155:14,16;156:14; | valid (1) | voiced (2) | 18;204:10;207:6,12, |
| unilateral (1) | 160:23;162:4; | 114:12 | 53:7;125:1 | 16;210:18;220:8,13; |
| 68:4 | 176:16,18;187:6; | valuable (1) | voiceless (1) | 231:13 |
| unilaterally (1) | 188:4;197:22;199:6; | 22:15 | 91:16 | walk (6) |
| 69:5 | 200:6,7;206:9; | value (1) | voices (4) | 85:21;118:22; |
| unintentional (1) | 211:11;216:22;218:1 | 72:11 | 42:8,8;46:23;125:1 | 119:5,5,14;123:8 |
| 74:6 | up- (1) | values (8) | volunteered (1) | walking (1) |
| union (1) | 100:1 | 72:8,10,10,13,15, | 195:12 | 32:23 |
| 110:17 | upcoming (3) | 18,19;73:1 | volunteers (1) | wall (1) |
| unions (1) | 9:16;153:14;197:5 | Varady (1) | 49:2 | 110:6 |
| 109:17 | update (2) | 44:15 | vote (10) | Wal-Mart (11) |
| unique (2) | 35:17;45:18 | varies (1) | 131:21;137:9; | 109:5,5,10,11,11, |


| 16,25,25;110:9,12,17 | week (13) | 15:15,16;73:25; | 2;205:9;209:11; | 104:9 |
| :---: | :---: | :---: | :---: | :---: |
| Walton (1) | 12:18;30:16;44:10; | 74:1;82:3;98:15; | 210:23;211:22; | worked (11) |
| 82:11 | 94:6;103:3;163:10; | 108:16;113:19; | 213:20;214:14,16,17, | 7:6;13:24;18:23; |
| wandering (1) | 166:9;172:12; | 140:20;150:19; | 19,20,25;215:11,11, | 37:17;80:16;84:4,13; |
| 80:25 | 187:11;196:22,24,25; | 153:7;170:19,20; | 16,18;217:18; | 94:4,4;193:3;222:1 |
| wants (6) | 197:5 | 171:4;188:18,19; | 220:24;225:11 | worker (1) |
| 35:21;109:11,16; | weekend (1) | 189:1,3,4,5;190:3; | without (11) | 20:3 |
| 110:17;114:13;207:7 | 94:2 | 206:8;207:6,8,11,25 | 13:11;15:7;42:25; | Workforce (4) |
| Ward (1) | weekly (1) | wholeheartedly (1) | 75:4;91:10;97:24,24; | 191:19,21;192:9; |
| 146:1 | 198:10 | 154:22 | 100:16;101:20; | 199:5 |
| warning (1) | weeks (6) | whomever (1) | 136:22;211:25 | working (23) |
| 187:9 | 20:15;25:1;47:1; | 157:3 | WITNESSES (4) | 6:5;20:5;23:14,21; |
| Warren (32) | 84:11;86:4;225:2 | who's (16) | 140:22;150:20; | 30:3;44:16;49:17; |
| 112:3;139:1,4; | weeks' (1) | 4:18,18;18:15 | 171:5;190:4 | 51:10;52:17;53:16; |
| 140:1,3,5,7,9,15; | 60:4 | 21:23,25;28:5,15; | women (5) | 78:25;82:12;85:11; |
| 145:7,9,13,16,19,21, | weigh (1) | 29:7;31:4;33:4; | 21:22;41:1;83:8; | 126:24;129:4,4,14; |
| 24;146:4;147:19,23, | 61:20 | 46:21;72:5;98:21 | 101:10,13 | 134:20;162:21; |
| 25;148:5,8,11,16; | weighed (1) | 103:14;140:10; | Women's (1) | 163:10;182:16,24, |
| 149:5;151:23; | 54:9 | 151:22 | 101:16 | 195:20 |
| 154:13;158:11; | welcome (5) | Whose (3) | won (6) | works (4) |
| 166:19,21,22;238:24 | 46:12;60:13; | 72:10;223:4,9 | 21:23;22:10;27:1, | 26:8;127:19;154:4; |
| Warren's (1) | 113:16;121:17 | wife (1) | 13;106:7,21 | 211:20 |
| 155:1 | 180:12 | 35:5 | wonder (10) | world (7) |
| Washington (1) | welcomed (1) | Wilde (3) | 15:1,2,8,9,18,20; | 26:15;37:3;86:9; |
| 127:21 | 84:17 | 125:18;128:8 | 32:4;67:4;69:6; | 89:23;106:19; |
| watching (2) | well- (1) | 166:11 | 107:20 | 108:15,16 |
| 16:7;96:6 | 185:20 | Williams (2) | wonderful (2) | worried (1) |
| water (5) | well-maintained (1) | 22:22;26:14 | 33:1;106:25 | 5:23 |
| 37:16;100:9; | 35:23 | Williamson (20) | wondering (1) | worrisome (1) |
| 183:21,24;186:19 | weren't (2) | 60:14,15,19; | 107:17 | 187:2 |
| watering (2) | 33:6;57:7 | 149:23;157:22; | Wood (10) | worry (2) |
| 179:5;186:20 | what's (34) | 168:7,17;188:25; | 143:24;144:1,2,13, | 15:13,15 |
| Watson (1) | 10:24;19:8,18,18; | 189:3,5;208:14,17; | 15,16,18,20,25; | worse (2) |
| 127:21 | 20:21;22:14;25:16; | 209:15,16;216:18; | 221:17 | 81:16;107:5 |
| way (43) | 61:5;66:15;70:18; | 219:9;222:13,18; | Woods (4) | worth (1) |
| 6:13;23:25;25:17; | 71:4;73:1;78:4,9,14; | 226:6,7 | 26:14,23;36:23; | 25:16 |
| 33:21;34:6;36:22; | 79:2,3,13,14;103:16; | willing (10) | 41:14 | wound (1) |
| 37:24;38:9;39:23; | 104:12;113:20; | 7:7;18:14;120:24; | Wood's (1) | 176:18 |
| 40:14;41:16;61:14; | 119:22;120:10; | 137:13;153:5,11; | 38:5 | wrap (1) |
| 62:10;65:2;67:16,17, | 165:16;180:7; | 183:14;184:4,18; | word (6) | 200:7 |
| 18;68:13;69:16,25; | 188:14;207:20; | 201:8 | 32:14;35:19;99:18; | wrapped (2) |
| 75:1;79:15;85:17; | 208:2;209:2,12; | willingness (1) | 136:13;137:13;187:8 | 80:19;206:9 |
| 95:16,22;101:21,22; | 214:21;224:2;225:24 | 33:13 | words (5) | write (1) |
| 108:9;114:16;115:4; | wheel (1) | window (1) | 86:4;99:20;110:20; | 198:6 |
| 122:17;136:7;137:5; | 63:3 | 163:18 | 182:9;232:18 | writing (5) |
| 138:1;164:10;182:9, | whenever (1) | winners (2) | work (46) | 17:14;27:13;31:5; |
| 13;183:14;193:16; | 13:16 | 24:14,14 | 12:11;15:1;16:16 | 110:6;191:21 |
| 212:8,9;215:13; | whereas (2) | winter (2) | 18:14;19:20,22; | written (7) |
| 225:12 | 126:2;176:2 | 97:5;122:20 | 20:19;32:5;37:24; | 17:16;31:2;35:7 |
| ways (8) | wherever (3) | wisdom (1) | 38:20;39:17;45:12; | 45:5;183:14;212:8,9 |
| 14:19;16:18;60:11; | 129:7;194:15; | 89:23 | 49:23;82:4;88:1; | wrong (9) |
| 70:2;104:24;138:8; | 197:19 | wish (4) | 93:25;94:5;102:3,14; | 15:6;31:23;69:4; |
| 153:3;215:2 | whip (1) | 31:18;124:12; | 116:8,9;125:17; | 80:1;92:14;93:22; |
| weaken (2) | 26:3 | 139:12;144:25 | 127:24;128:6; | 94:9;110:21;188:17 |
| 91:1,12 | whispering (1) | withdrawal (1) | 129:12,13,13,25; | wrote (2) |
| weather (1) | 31:7 | 142:12 | 136:11,16;137:21,24; | 34:15;103:7 |
| 206:12 | white (2) | withdrawn (2) | 163:11,15;171:14; |  |
| website (7) | 5:11;115:20 | 82:23;83:1 | 173:12;182:22,24; | Y |
| 24:24;45:4,9; | whites (2) | Within (29) | 184:19;191:21; |  |
| 49:24;98:8;99:12; | 78:20;79:21 | 86:4;88:5,11; | 195:22;206:5; | y'all (19) |
| 114:6 | Whitfield (4) | 163:15;170:16; | 218:14,20;227:3; | 13:11;17:8;24:15; |
| Wednesday (2) | 112:13;115:7,9,10 | 182:14;185:7; | $230: 19$ | $27: 3 ; 28: 14 ; 29: 2,18$ |
| 25:1;32:25 | whole (26) | 190:24;191:3;201:1, | workable (1) | 30:5;38:15;56:22; |


| 58:18;96:5;118:3; | younger (1) | 92:15 | 50:9;106:8 | 2000s (1) |
| :---: | :---: | :---: | :---: | :---: |
| 123:17;154:1; | 117:9 | 10 (6) | 1700 (1) | 193:23 |
| 155:10,21;178:18; | youngest (1) | 109:1;173:8;195:5, | 29:24 | 2005 (1) |
| 208:8 | 200:19 | 9;199:2;224:22 | 17-18 (1) | 84:5 |
| year (59) |  | 10,000 (2) | 195:7 | 2010 (1) |
| 4:10;8:12;9:8,16; | Z | 225:1,3 | 17th (2) | 146:18 |
| 10:16;14:15;16:2,5; |  | 100 (2) | 71:8;146:15 | 2015 (7) |
| 24:8;25:7;26:1,11; | Zaidy (1) | 194:22;195:3 | 17-year (1) | 26:11;47:23; |
| 27:19;28:16,18; | 223:23 | 100\% (1) | 80:22 | 146:15,19;162:11; |
| 30:24;48:7;50:8; | zones (4) | 104:9 | 18 (6) | 169:9;189:17 |
| 51:15;52:9;54:11,20; | 50:10,12,12,14 | 101 (1) | 41:19;64:11,15; | 2015-16 (1) |
| 80:15;90:12,18,19; | Zook (167) | 92:12 | 69:17;73:11;100:7 | 90:22 |
| 108:7;124:10; | 4:16,17,23,25; | 10th (3) | 1894 (1) | 2016 (11) |
| 127:20,22,24;132:22; | 6:24;7:25;8:1;9:1,2, | 225:17,20;228:15 | 89:19 | 8:6,9,15;51:6; |
| 133:12;135:7;148:9; | 3,11,14,18,24,25; | 11 (5) | 18th (1) | 54:25;55:5;108:7; |
| 150:10;152:7; | 11:3,4;16:14;17:5, | 84:5;89:25;195:5, | 71:8 | 121:19;167:14; |
| 153:24;154:20, | 24;35:1,2;36:4,11; | 9;199:2 | 19 (1) | 223:5,10 |
| 158:23;164:8,11; | 59:22,24;60:18; | 11:15 (1) | 66:14 | 2016-17 (1) |
| 165:10;175:3; | 61:22;62:25;82:21, | 89:5 | 1920s (1) | 4:5 |
| 177:16;181:25; | 22;89:7;108:20,21, | 11:20-11:34 (1) | 193:22 | 2016-2017 (1) |
| 182:1;191:21; | 23,24;116:22;118:12, | 63:11 | 1950s (1) | 4:2 |
| 194:14,21;195:6,8; | 13;120:1;130:4,5; | 11:30 (1) | 193:23 | 2017 (2) |
| 196:17;201:6; | 132:24;135:8,17; | 63:9 | 1956 (1) | 108:7,10 |
| 206:15,23;216:6,7; | 136:20,25;137:3,5; | 119 (1) | 108:10 | 20-plus (2) |
| 224:25 | 140:5;141:16; | 90:14 | 1957 (8) | 90:12,13 |
| year-and-a- (1) | 142:18,21;143:9,17, | 11th (2) | 66:8,17;74:2;81:6; | 20s (1) |
| 146:6 | 21,24;144:4,13,23; | 225:18,20 | 85:22;106:15;107:2, | 36:10 |
| year-and-a-half (2) | 147:15,17,21,24; | 12 (4) | 19 | 21 (1) |
| 12:5;146:6 | 148:3,7,10,25; | 196:17;199:3; | 1968 (1) | 55:6 |
| yearend (1) | 149:22;157:2,3,7,23; | 218:9;226:20 | 131:2 | 22nd (1) |
| 12:14 | 160:2,5,10;163:5; | 12:15 (2) | 1970s (1) | 228:16 |
| yearly (1) | 164:3,16;168:9,11, | 89:7,9 | 66:15 | 24/7 (1) |
| 76:3 | 13;169:5,21;174:24, | 12:15-12:55 (1) | 1990s (1) | 195:16 |
| years (51) | 25;175:13,20,25; | 91:24 | 193:23 | $25 \text { (1) }$ |
| 6:1,10;28:9;35:12; | 176:5,16,23,25; | 1240 (5) | 1992 (1) | $196: 23$ |
| 36:11;38:2;51:21; | 177:12,15,21,24; | 169:8;180:19,23; | 106:21 | 28 (1) |
| 69:21;74:22;75:11; | 178:4,6,9,25;181:8,9, | 189:17;203:20 | 1998 (1) | 47:23 |
| 80:19;84:16;85:2; | 10,10,11,18,22; | 12th (2) | 80:14 | 2nd (4) |
| 90:13,14,19;100:23; | 182:6;183:4,8,11; | 6:15;228:17 | 19th (4) | 12:22;17:8,11,19 |
| $\begin{aligned} & \text { 101:12;103:15; } \\ & \text { 104:4;106:8;107:8, } \end{aligned}$ | 185:15;187:20; 203:10,11,14,17,22. | 13 (1) | $\begin{aligned} & \text { 16:20;17:10, } 12,15 \\ & \mathbf{1 A}(\mathbf{1}) \end{aligned}$ | 3 |
| $23 ; 108: 8 ; 109: 1,2,3$ | $204: 6,9,13,18,24$ | 13th (1) | 1A (1) $36: 8$ | 3 |
| 121:11;123:4; | 205:3,12,23;206:4; | 130:7 | 1st (1) | 3 (1) |
| 127:10;129:2;143:4; | 207:1,4,10;208:13, | 14 (2) | 191:22 | 205:3 |
| 146:6;147:5;148:11; | 16;209:13,14,24,25; | 28:10;225:8 |  | 3,000 (1) |
| 153:1,13;154:18; | 210:14;211:3,13,21, | 14- (1) | 2 | 104:19 |
| 174:5,12;185:1,1,2, | 24;212:7,13,17; | 158:22 |  | 3:55-4:05 (1) |
| 11;188:12;191:13; | 215:4;216:19;217:2; | 1400 (1) | 2 (3) | 221:9 |
| 196:15;200:22; | 219:21,23;220:4,23; | 24:25 | 50:24;172:6; | 30 (4) |
| 201:9;203:12;224:25 | 225:17;227:22,23; | 14-plus (1) | 237:25 | 143:9,9;223:4,10 |
| year's (2) | 228:24;229:2,11,17, | 93:25 | 2:35-2:45 (1) | 30-minute (1) |
| 123:25;216:21 | 20;231:24,25;232:6, | 15 (6) | 167:3 | 194:7 |
| yell (1) | 10,12,13;233:4 | 16:15;38:16;146:4; | 2:40 (1) | 30th (4) |
| 31:10 | Zook's (1) | 158:23;225:3;226:22 | 167:2 | 34:22;102:4; |
| yellow (4) | 148:20 | 15,500 (1) | 20 (10) | 111:15,18 |
| 8:19;197:13,23; 213:1 |  | 225:4 | 139:16;140:25; | 31st (2) |
| 213:1 | 1 | 150 (1) | 141:3;145:18;147:5; | 18:17;50:8 |
| Yesterday (4) |  | 100:7 | 167:13;170:8,10; | 32 (1) |
| 30:21;32:24,25,25 | 1 (7) | 16 (1) | 171:7,9 | 175:9 |
| young (11) | 50:23;51:5;208:15; | 105:9 | 200 (1) | 39 (1) |
| 21:22;25:18;27:4; | 234:25;235:25; | 16-17 (1) | 196:16 | 173:8 |
| 31:4,14;33:1,3,3,22; | $236: 25 ; 238: 25$ | 150:10 | 200\% (1) | 3rd (3) |
| 100:7,24 | $1 \%(1)$ | 17 (2) | 5:15 | 89:25;102:25; |



