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

November 12, 2015

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

Original File BOE - 11-12-15.prn

# BEFORE THE ARKANSAS DEPARTMENT OF EDUCATION STATE BOARD OF EDUCATION <br> \#4 Capitol Mall <br> Little Rock, AR 

November 12, 2015
10:00 A.M.

## APPEARANCES :

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

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

LEGAL COUNSEL FOR THE BOARD:
MS. KENDRA CLAY, ADE General Counsel
MR. CORY BIGGS, ADE Attorney Specialist

## I N D EX

## Page

Exhibits Index ..... 4
A-1: ABC One Time Cost of Living Increase ..... 5
A-2: ABC Funding Request ..... 12
A-3: LRSD Progress Report ..... 13
A-4: Hector School District ..... 49
A-5: Pine Bluff School District ..... 51
A-6: Teacher Residency Nontraditional Pathway ..... 71
A-7: 3-8 PARCC Cut Scores ..... 73
A-8: Student Performance Requisite Scale Score ..... 75
A-9: Waiver Request - Melanie Williams ..... 87
A-10: Waiver Request - Danna Strozyk ..... 92
A-11: Waiver Request - Sharon Davis-Williams ..... 93
A-12: Waiver Request - Kerri Williams ..... 123
Clarification of A-12 Motion/Vote ..... 130
A-13: Waiver Request - Bruce Maddox ..... 129
A-14: Future School of Fort Smith ..... 132
A-15: Redfield Tri-County Charter ..... 134
A-16: Northwest Arkansas Classical Academy ..... 136
A-17: Quest Middle School of WLR ..... 140
A-18: Bauxite Miner Academy ..... 142
A-19: Rogers New Technology High School ..... 144
(Cont.)
A-20: Background Checks ..... 145
A-21: Teacher Excellence and Support Programs ..... 146
A-22: Leader Excellence and Development System ..... 147
A-23: Arkansas Computer Science Week ..... 148
Court Reporter's Certificate. ..... 151

## E X H I B I T <br> (Under Separate Cover)

A-9: WAIVER REQUEST - MELANIE J. WILLIAMS
EXHIBIT ONE (1) PLSB File

A-10: WAIVER REQUEST - DANNA M. STROZYK EXHIBIT ONE (1)

Emails between PLSB and Ms. Strozyk re: Waiver Hearing (10/21/15)

A-11: WAIVER REQUEST - SHARON DAVIS-WILLIAMS PLSB EXHIBIT ONE (1) PLSB File

EDUCATOR EXHIBIT ONE (1)
Educator's File

A-12: WAIVER REQUEST - KERRI WILLIAMS
PLSB EXHIBIT ONE (1)
PLSB Correspondence
EDUCATOR'S EXHIBIT ONE (1)
Timeline of Events, Georgia Legal Records, Misc. Correspondence

A-13: WAIVER REQUEST - BRUCE MADDOX
PLSB EXHIBIT ONE (1)
Statement by Mr. Maddox and Character References EDUCATOR'S EXHIBIT ONE (1)

Educator's File

PROCEEDINGS
A-1: CONSIDERATION OF ARKANSAS BETTER CHANCE ONE TIME COST OF LIVING INCREASE

CHAIRPERSON NEWTON: We'll move on to the action agenda. Mary Kaye McKinney, A-1, Consideration of Arkansas Better Chance One Time Cost of Living Increase.

MS. MCKINNEY: Thank you. The action agenda on A-1 and A-2 are closely connected --

CHAIRPERSON NEWTON: Okay.
MS. McKINNEY: -- in the fact that A-2 is listed that Mulberry, in August, was approved for 15 children. And we're requesting an additional five children to give them a full classroom of 20 with it being retroactive back to the first day of school. There was a problem; I know that the superintendent of that district was terminally ill at the time and there was some confusion about how those five children were being paid through DHS child care development funds. And, in fact, it was through a private entity and the entity had pulled those five and moved the money someplace else, so that left these five children being the burden of the Mulberry School District financially. So we're asking for it to go retroactive back to August.

CHAIRPERSON NEWTON: Okay. So we'll start with A-1, the one-time cost of living increase. MS. McKINNEY: Well, A-1, in there I went -CHAIRPERSON NEWTON: That's for A-2?

MS. MCKINNEY: A-2, assuming or thinking that you may be willing to approve Mulberry with the 20 children, I have calculated the 20 children in Mulberry into the A-1 request --

CHAIRPERSON NEWTON: Okay.
MS. MCKINNEY: -- for one-time funding for COLA, cost of living.

CHAIRPERSON NEWTON: Okay. But we'll still need to consider them separately as action items.

MS. McKINNEY: Okay. That's fine.
CHAIRPERSON NEWTON: Okay. So with the explanation of Ms. McKinney, do we have a motion on A-1?

MS. ZOOK: I have a question.
CHAIRPERSON NEWTON: Okay.
MS. ZOOK: COLA meaning cost of living increase, will this be added to their salary scale? Is there a salary scale? How are the preschool teachers paid? MS. McKINNEY: Each -MS. ZOOK: Because COLA typically is a cost of living increase, not based on the number of people
you serve, but it's just -- if you're working there or you've been working there awhile or you're degreed or whatever.

MS. MCKINNEY: Correct. It would be our expectation that it would go into their salary. But as far as -- and they do have salary scales, but the only way we could look at how it would be equitable is to look at the number of children that they were serving so that all the teachers would receive some level of funding. I don't know if that's clear or not.

MS. ZOOK: Well, funding in my mind is one thing and a cost of living increase is another, meaning your teacher gets a raise or the supervisor or whatever.

MS. McKINNEY: Correct.
MS. ZOOK: So is this for raises or is this for funding the program?

MS. MCKINNEY: It should be for giving the additional amount of money, which is only $\$ 62.00$ per child, if we look at it that way.

MS. ZOOK: Right. But is there anything that says that the place has to use this for salaries?

MS. McKINNEY: No, ma'am. Well, I mean, the cost of living increase would imply that it would
have to be used to give them an extra sum of money. MS. ZOOK: Let me -- because --

COMMISSIONER KEY: If I may --
MS. ZOOK: Okay.
COMMISSIONER KEY: Well, if I may, Ms. Zook, this is only for -- and it may be a term that isn't necessarily a correct term, but it's an adjustment to the per-pupil amount --

MS. ZOOK: Right.
COMMISSIONER KEY: -- that is granted to these providers.

MS. ZOOK: Okay.
COMMISSIONER KEY: Which they have not had one. There has not been any type of increase on the perpupil amount since the inception of the ABC program. MS. McKINNEY: Correct.

COMMISSIONER KEY: So this is -- these are funds that -- from the Governor's -- I think it was a $\$ 3$ million amount, so half of that is being allocated for a COLA, but the COLA is for the per-pupil. We would probably need to check with Ms. Williams, Tonya Williams at DHS, but I don't think there are any requirements that this go to salaries or any other directive. This is just a one-time with hopeful -being hopeful that Legislature may fund this in the
future, but they wanted to make sure that these programs got, at least this year, some increase in that per-pupil funding without a directive of how to spend that money.

MS. ZOOK: Okay.
MS. McKINNEY: That is --
COMMISSIONER KEY: The salary schedules are -- I mean, for $A B C$ programs they are bound by the salary schedule of -- you know -- the teacher salary schedule in statute. So each year as they go up in the step they get that, teachers get that, but the providers have not received any money to offset that. So this is kind of a one-time offsetting of those added expenses.

MS. ZOOK: Okay. And --
COMMISSIONER KEY: Did I explain that --
MS. ZOOK: Yes.
COMMISSIONER KEY: Okay.
MS. McKINNEY: That is my understanding, because we have been flat -- this program has been flat funded since its inception.

MS. ZOOK: Yeah. The COLA reference is what threw me off. Who supervises and/or trains the directors of these programs and then who does the ongoing training and professional development and
evaluating of those who teach in this program?
MS. MCKINNEY: The ongoing professional development is two-fold. We, being DHS, the Division of Child Care, does set up and provide ongoing staff development for all the staff and the teachers and the coordinators that exist within the program. Also, there's an expectation related to the number of hours that they have to maintain in professional development. We do provide funding to contractors who also do on-site training and assistance to their classrooms individually and the different assessments that they have to go through, such as through the Environmental Rating Scale. As far as the monitoring of the program, we have program specialists that are hired through the Department of Human Services that goes out and monitors the program routinely every year. Then, as far as the monitoring or the evaluation of the instructor in the classroom it would be the responsibility of the program that's being funded.

MS. ZOOK: Okay. And I would encourage, since this -- we're the ones in one way, financially, I guess, working with this but don't have the oversight in making sure of the quality of the programs and the quality of instruction, that perhaps the Commissioner
and the new head of DHS can work together and get Learning Services and those people -- because we receive -- K-12, we receive the children that you educate. But we all know that the quality of pre-K is the determiner of whether the children succeed, not just going to pre-k. So we want to be sure that the quality of this -- and since in a way we control the purse strings, then I think that's not unreasonable for us to have input and encourage those two departments to work together in being sure that the children are getting a high quality program. MS. MCKINNEY: We do have -- each one of these programs are expected to go through our quality review, which we call Better Beginnings. And we do work very closely with the Department of Education and the different departments on the standards development and also trying to look at the kindergarten entry requirements so that we are in fact connecting the two together.

MS. ZOOK: Terrific. We'll just add to that. Thank you.

MS. McKINNEY: Okay. Thank you.
CHAIRPERSON NEWTON: Okay. Any other questions on A-1 and A-2? The first item for action is Consideration of Arkansas Better Chance One Time Cost
of Living Increase. Do we have a motion? MS. REITH: Move for approval. CHAIRPERSON NEWTON: Moved by Ms. Reith. Is there a second?

MS. SAVIERS: Second.
CHAIRPERSON NEWTON: Second by Ms. Saviers. All in favor?
(UNANIMOUS CHORUS OF AYES)
CHAIRPERSON NEWTON: Any opposed? The motion carries.

A-2: CONSIDERATION OF ARKANSAS BETTER CHANCE FUNDING REQUEST FOR THE MULBERRY SCHOOL DISTRICT

CHAIRPERSON NEWTON: A-2 is Consideration of Arkansas Better Chance Funding Request for One Time -- Funding Request for Mulberry School District. Do we have a motion? MS. ZOOK: So moved. CHAIRPERSON NEWTON: Moved by Ms. Zook. Second? MS. REITH: Second.

CHAIRPERSON NEWTON: Second by Ms. Reith. All in favor?
(UNANIMOUS CHORUS OF AYES)
CHAIRPERSON NEWTON: Any opposed? Motion
carries. Thank you, Ms. McKinney.
MS. McKINNEY: Thank you.
Sharon Hill Court Reporting

A-3: CONSIDERATION OF THE LITTLE ROCK SCHOOL DISTRICT REPORT OF PROGRESS

CHAIRPERSON NEWTON: Next, Mr. Baker Kurrus, Consideration of the Little Rock School District Report of Progress.

SUPT. KURRUS: Good morning.
CHAIRPERSON NEWTON: Good morning.
SUPT. KURRUS: Nice to be with you this morning. Mr. Greg Adams is in the hall -- and he's here now and is going to -- if it pleases Madam Chair, will give a report from the CAC. Then I'll step back up and proceed with our report and I've got some folks that are going to help --

CHAIRPERSON NEWTON: Okay.
SUPT. KURRUS: -- and I think it will go well.
CHAIRPERSON NEWTON: Thank you.
MR. ADAMS: Good morning.
CHAIRPERSON NEWTON: Good morning.
MR. ADAMS: Dr. Jackson sends her regrets; she is not able to be here because of a work conflict. I just want to give a brief report for our Civic Advisory Committee. Our subcommittees have begun to meet, as reported last month, and each of the committees are working with different staff in order to get a better understanding of the situation and
trying to find out how we can work collaboratively and come up with some new ideas and some helpful things for the district.

Our Communications Committee is working with Ms. Pamela Smith about what's already being done and looking at some new ideas, perhaps even developing a new app that can be used. And the ideas that they're coming up with are ideas of where we could increase two-way communication: communication of good things to the community but also ways the community could have communication back to the district.

Our Community Engagement group, they have met with Ms. Debbie Milam and our BIFS [ps] group. That group in the past years has had their staff reduced significantly and there are things that they want to do but they're just not able to do because of limited staff. And so the Community Engagement group is trying to see if there are some things that they might be able to do to help support what BIFS would like to be able to do in community partnerships and so they're having some beginning conversations there.

Our Distressed Schools group is planning to meet with Mr. Dennis Glasgow, who works with Accountability and Instruction, and hoping to get a better understanding of what the plans are in the
distressed schools and planning to make some school visits to those particular six schools.

Our Facilities subcommittee is working with Mr. Kurrus and he has been providing us a great deal of information about data around schools and capacities and enrollment figures, looking at the issues of the possibility of consolidating or closing schools, particularly in the elementary area, in order to not only save money but to open up other possibilities for perhaps eventually down the road some new schools. And so what the group is trying to understand better is what some of the justification is or would be for that and also trying to think about if that is done how could it be done as logically and orderly as possible so that it's easier on the district and easier on the families, because we know that that's a difficult thing for everybody involved and we want to make -- try to minimize the stress that would be involved with that. But I think the overall general feel for that Facilities Committee is that there is a need to look at that issue of consolidating and possibly closing some elementary schools, but we're getting the details.

Just as a reminder, our committee as a whole, we don't see ourselves as an approving committee. That
is not something where the administration comes to us and we vote to approve or disapprove a plan; we really look at ourselves as giving feedback. And so we know that we may be giving some diverse kind of feedback and some folks may think these are good ideas and some things, these are concerning ideas and there may be some ways that we will give feedback to say, "If we do this, these are things to think about and things that we think should be taken into consideration."

Also, just as a general reminder, our committee is looking -- we are working and doing as many things as we can to be useful between now and May, the end of this school year, knowing that after this school year that there's a question about whether or not the committee will continue. That will be not our decision; it will be your decision in any form or in some form. So we're going to be putting our focus on this, trying to be as constructive as we can between now and May.

CHAIRPERSON NEWTON: Any questions?
MS. ZOOK: I'd like to recommend that you have the ForwARd group meet with your group because they have a lot of ideas on community and so the two can dovetail and not be working in different directions.

Because I know since you do have distress schools and that's one of their focuses at least have them present so that both groups know what the other is thinking, and then ultimately whether or not Little Rock or parts of Little Rock become a ForwARd community will be up to that community. But at least make sure that people are aware of what's going on so that they can make an informed decision. Thank you for your help.

MR. ADAMS: Thank you, and thank you for the suggestion. I will take that back to the committee.

CHAIRPERSON NEWTON: Any other questions?
Commissioner.
COMMISSIONER KEY: And, Mr. Adams, in Dr. Barth's charge to the Community Advisory Committee one of the things that I thought was very important -- I know at the time you thought it was important, so I think it's still important -- is that through your work that you identify the conditions that led to the academic distress. And certainly I don't want to speak for him but in our conversations I recall, Dr. Barth, you were looking more for -- or less at test scores and what were the environmental, what were the organizational, what were the other factors underlying the symptom becoming the test scores.

DR. BARTH: Right.
COMMISSIONER KEY: And so I'm curious if that is something that is being tackled by the Academic Distress Committee or some other committee?

MR. ADAMS: I think there have been some discussions in that vein, trying to understand, you know, how we got here. In fact, there was -- you know -- the committee has reached out, you know, to Mr. Kurrus and to you to try to get a better -- a good understanding about the organizational pieces about how this happened. Frankly, I think most of our focus at this point has tried to be more -- not as much looking back but looking forward. With the limited time we have and the people that we have, we've been trying to think about what can we do now that would maximize the understanding -- maximize the effectiveness of the efforts that are happening. Certainly, part of that is trying to get some understanding about what has happened before, but there has been some searching to try to figure out what our lane is. We don't want to get out of our lane and we know that Mr. Kurrus and the administration is working very hard to improve instruction in the classrooms and communication within the district. And so we want to be careful
that we don't get into that, where we want to come in and try to say, you know, "At Henderson this kind of approach should be used as opposed to this type of approach," or "That was an approach that was bad in the past." We're trying to look more I think at where things are now and where we can go.

CHAIRPERSON NEWTON: Ms. Saviers.
MS. SAVIERS: Thanks, Mr. Adams; great report. I'm really excited that you're approaching this and helping what they're doing there. I mean, they do amazing work with a staff of two.

MR. ADAMS: Yes.
MS. SAVIERS: And I think if nothing else your support of what they do could be huge for the district and that's a great way to make a big impact.

MR. ADAMS: Thank you.
CHAIRPERSON NEWTON: Dr. Barth.
DR. BARTH: Really a question for the
Commissioner and maybe for Ms. Clay just to get our heads around timeline in terms of this group, but then also what the statute requires in terms of the Community Advisory board, right, which would kick in. When does that kick in? When -- I'm just trying to get my head around --

COMMISSIONER KEY: And certainly Ms. Clay can
come, but I'm pretty sure the statute says that in the second year of State takeover the State Board may appoint -- if the Board feels like sufficient progress is being made, then they may appoint a Community Advisory Board that has more official standing in the statute.

MS. CLAY: That's correct. It's during the second year and it's if you determine that sufficient progress has been made then you can appoint that more official board.

DR. BARTH: And so in the second year do we go to the January 28 th date as kind of the magic point or is it academic -- the second academic year?

MS. CLAY: It's during the second school year.
DR. BARTH: Okay. So really we would be looking at going in the lead-up to the 16-17 or to the 17-18?

MS. CLAY: So let me do -- okay. The takeover was January 28 th of 2015.

DR. BARTH: Right.
MS. CLAY: So actually the first school year will be the 16-17 --

DR. BARTH: No, 15-16. We're in the -- no.
MS. CLAY: Yes. The first -- the way the law is written -- because we look at that when dealing with how long a school can be in any sort of distress,
it's the -- we need a full school year to start the calendar ticking.

DR. BARTH: Okay. So it would start at the start of this school year, the start of '15, the 1516 school year?

MS. CLAY: Yes.
DR. BARTH: Okay.
MS. CLAY: Yes. I'm sorry. There's a reason I went to law school is because numbers and calculating, they don't work very well, especially in my head. So, yes, you're correct.

DR. BARTH: Okay. So in the -- then in the second year, right, is when --

MS. CLAY: Yes.
DR. BARTH: So it may be appointed at the start of -- it will lead up to the 16-17 school year. So we're about eight months away from that decision about what to do related to a Civic Advisory Board. Correct?

MS. CLAY: Yes.
DR. BARTH: Okay. Okay. Thanks.
MS. CLAY: Thanks. Sorry about that.
CHAIRPERSON NEWTON: Any other questions? Thank you.

MR. ADAMS: Thank you.

SUPT. KURRUS: It's been a busy month since I've seen you, very busy, and some of what I'm going to talk about will take a little bit of explanation. But before I do I want to thank you, Commissioner, and Ms. Dean for going with me to a PTA meeting at McClellan. I've done a lot of that sort of thing, and then also devoted a lot of thought and time to major strategic issues, even tactical issues and transactional issues. But what I want to do today, and I hope very briefly, is tell you that, you know, we had some big things that we've done. We've got our teacher contract worked out; that's a real big plus. We're working hard and meeting with respect to new schools, whether that's a new middle school, a new big school out in Southwest. But what I'd like to do today is tell you that we're in week 13 and we're not taking our eye off of the ball, which is teaching and learning in the classroom. That's critical and the most important thing that we do. And we now have the results of the first nine weeks. And what I've done with the staff and what I've worked very hard to be sure that we're doing across the district is analyzing our results in a systematic way. And I won't repeat what I've said before, but we've tackled the first nine weeks in a very
systematic way, meaning to say that we've aligned our curriculum with the standard; we've set up pacing guides to teach that curriculum; we've had teams of teachers blocked together three-week units of instruction with pre and post testing. I won't go all the way through that but I just want you to know that we have a very systemic and systematic way of approaching that education. So now we've got results after nine weeks and rather than celebrate our successes and mourn our failures, what I've insisted that we do as a school district is a systems analysis, meaning to say we've componentized so-tospeak the elements of what we wanted to do. We now see nine weeks worth of results. Now I've asked and very cooperatively gotten the assistance of so many people to analyze every single component of that work to determine where we succeeded and where we failed. And then we're very systematically approaching the failures and the successes to learn from those successes and then to change the failures. And that sounds almost elemental but frequently in a large organization when you encounter failure it's almost very difficult to do that. You tend to reload completely; it's sort of panic and fret, and then say, "Well, that didn't work. What are we going to
do next?" That's not what we're doing. We're very intentionally going about a continuous improvement process, and let me tell you why it's so important. It's so important across the school district, not just in the -- we've got schools that score in the high 90's and the mid 90's in literacy and math, but there are still students in those schools, very few, who aren't succeeding. Likewise, in order to really solve the problems that we have in high schools and middle schools we have to improve performance even in the schools that aren't distressed because we have to consistently produce students who are capable of learning in middle and high schools with the tools that they need. So we can't overlook any school. If we just after nine weeks ran straight to the schools that were at the lowest performing schools, that would -- that's something we've done okay. But we're not just looking at those; we're looking at every school systematically so that we can continuously improve. And rather than sort of go through all the results, Sadie is going to get up and she's going to have to brag a little bit on a couple of schools and I hope you'll indulge her. But I wanted you to get a sense of what we're doing. We're involving our school improvement specialists; that's going well,
we're learning. You know, we're just -- that's a new thing for us, but it's working, I think. We've got some real problems though. We've got real problems that we're addressing in all of our schools. But I thought it might be helpful with that systems analytical mind that we're all using right now to ask Dr. Perkins to step up and just tell you a little bit about a very -- just a vignette about a problem that we saw, how we analyzed it, and what we're doing. So, Dr. Perkins, could you come up? This relates to curriculum alignment and pacing primarily. And then, Dr. Mitchell, after that would you come up please and then address some of the issues and problems that we saw within the system on the elementary level? And then I will step up and answer any questions and close, if that's okay.

DR. PERKINS: So good morning.
CHAIRPERSON NEWTON: Good morning.
DR. PERKINS: I am Veronica Perkins and I currently serve as the Chief Academic Officer for Little Rock School District. And a little bit about what Mr. Kurrus was sharing with you, in context what my division does is to make sure that we align curriculum instruction and assessment. And so we've done a lot of work around making sure we have an
aligned assessment system. That way, we can truly monitor how our students are performing. So with the assessment piece we have to date trained about 62 teachers from Priority and Focus schools in the common formative assessment creation. And that doesn't seem like a lot of teachers but it is a 12hour intensive professional development where we really help teachers understand how to create those units of instruction, how to deconstruct the standards so they really know what it is they want students to know and be able to do, and then how do you create that corresponding assessment that you can get. Then, if those units of instruction are aligned we want that aligned to the interim assessment in which the district is going to monitor from the district level. So what we did, we heard a lot of mumblings around whether those assessments were really aligned. We brought in facilitators, teachers, to come in, "Let's look at that assessment. Let's take it assessment question by assessment question, see where in the curriculum that standard is represented, and then see if the way the assessment item was created, if it matches how we are teaching it in the standard." So what we're trying to do is to create the systems where we are
constantly reflecting. Then, once we got finished with making sure the assessment was aligned we took the assessment, we brought facilitators back in, now let's look at the results; where is it that we did do well and where are our challenges, where are we going to have teachers go back to re-teach, to intervene. And so we are creating a system of reflection where we are constantly looking at the performance, where it is we need to go. Then we are looking forward to the next unit of instruction and the next interim assessment, so trying to create an intentional focus on teaching and learning. And so that's been a feat but I feel confident in the work that we're doing. We're going to try to -- our goal is to train as many of the teachers in the Priority and Focus schools as we possibly can. Again, it is such an extensive commitment but we are seeing teachers rise up to the expectation of looking and creating those assessments.

CHAIRPERSON NEWTON: Any questions? Ms. Saviers.

MS. SAVIERS: Thank you. That's a great report. So you feel confident that your formative assessment is now aligned to curriculum?

DR. PERKINS: I feel confident that we are
aligned to the curriculum. We have looked at the TLI pacing guides; we've looked at our own curriculum guides; we see where they interface. We have been intentional about sending out those standards. We're not leaving it to chance. We don't want teachers to guess about it. We aren't trying to set you up for failure; we're trying to set you up for success. We want you to know exactly what we're going to assess when we get to that interim assessment. They know when the window is open; they know that November 16 th through December 4th we'll be administering that second module. We sent that out to you. You know what's going to be assessed and you know that we're going to be there to help build capacity. If we fall down again, we're going to continue this cycle of reflection and we'll help -- we'll be there to help them, support them in identifying their weaknesses and identifying some intervention strategies, professional development that we need in order to address that and help them move forward.

MS. SAVIERS: What's your biggest challenge?
DR. PERKINS: Well, the biggest challenge -there are lots of -- I don't know if there are any challenges that are any bigger than others but it's the mindset, I believe you'll see. So in the past we
have looked at covering standards. We're not asking you to cover standards. We're asking you to look at where your students are in terms of mastery. So if they didn't get it, we can't just keep moving on and leave them behind. You're going to have to circle back around; you're going to have to re-teach; you're going to have to intervene. And that's not -- that's just a non-negotiable. So having that -- sometimes you heard them say, "Well, I taught it." Well, if you didn't -- if they didn't get it the way you taught it, then we're going to have to teach it the way they can get it. So trying to impact that mindset and trying to get them to understand that the days of leaving students behind -- and I shouldn't reference that -- but we can't leave students behind. We have to double back around and get them.

CHAIRPERSON NEWTON: What have you found, if anything, that motivates one school to take on the challenge and excel? I would imagine sometimes it would be -- like examples with raising my children, I didn't necessarily motivate one by telling them what the other one did, but there was a unique way, you know -- is that something that you look at to help schools catch fire? DR. PERKINS: Well, and you don't look at -- in
comparison, when I go and talk with a school we're talking about what you did well. We're celebrating that, and a lot of times they need that encouragement. And we're not out to pass judgment. It just means that there's a misalignment somewhere. So you're having these conversations about "here's some pockets of excellence that you're doing very well, but there's some opportunities for growth as well and we want to help you see that."

CHAIRPERSON NEWTON: Any other questions? Thank you.

DR. MITCHELL: Madam Chair, Commissioner Key, and Board Members, thank you for allowing us to be here to present to you today. But I want to share with you a few things --

CHAIRPERSON NEWTON: Would you state your name, please?

DR. MITCHELL: I'm Dr. Sadie Mitchell, Associate Superintendent for Elementary Schools. Mr. Kurrus said that I might brag a little bit but he told me that I couldn't, but that's just like asking me to get my makeup on in one minute. So we do have a lot of great elementary schools in the district. We have about 31 elementary schools and I'm very proud to work with them each and every day. We have four
magnet schools, two specialty schools, 13 Focus schools, and two Priority schools that have now been restructured and are doing quite well, I might say. We have a wonderful pre-k education program with four pre-k centers, 52 other pre-k classrooms, and 20 P3 classrooms that we just added. Thanks to the State for the resources we needed to enhance our early childhood program. And in addition to that, we have two onsite health clinics that are working well in our community within -- that are embedded in our schools.

I just want to talk a little bit about the process that we use in the Little Rock School District because there are 1,000 decisions made each and every day. But in order to do that, you've got to have some kind of structure. And so the structure that we use in the elementary schools, beginning in the -- at the beginning of the school year our schools organize their instructional leadership teams. They have grade level teams. And then they also have campus leadership teams which many times parents are serving on these teams to help make instructional and education decisions on the school level. The instructional teams might meet bi-weekly, every week; it varies from building to building. But
agendas are established from each one of these meetings and minutes are kept and they are shared with the prospective associate superintendents. So what happens in these meetings really affects the instruction in the classroom. And so as it relates to accountability, the assessments are administered to determine the baseline of each one of the students in every classroom. And Dr. Perkins talked about the alignment of the curriculum, but we do want you to know that we have on the elementary level identified every single student with a learning disability or problem, every single student who needs to have an intervention to have wraparound services for that child. And in many cases we have identified issues that we might be having at the home level, in the home and with the parent, which is helping us out a lot.

I don't know what happened to my PowerPoint here but it's somewhere. It's coming. But while it's coming, I just want to share that there's all kinds of assessments that we use each and every day to work with our students. And I'm going to keep talking while she's doing that. But we have just now finished our incremental assessments from The Learning Institute, TLI, and we are excited about the
results from that. But that's not the only assessment that we look at. In grades 3 through 5 we look at the literacy. In past years we did the TLI twice a year; this year we are doing the TLI -conducting the TLI four times and so we just got the very first one. But we're also conducting pre and post assessments along the way. Our Focus and Priority schools have developed the test for the school-based teams for their focus -- for the pre and post tests. We have reading level assessments for K 5 where we use our developmental reading assessments for DRA and the writing and reading assessment profile which measures each student's reading proficiency through the systemic observation and evaluation of the performance for each one of those kids. At the beginning of the year every teacher took a -- collected a writing sample from each one of the students so we could assess progress for their writing domains, including the content, the sentence formation, usage and mechanics. We also assess their foundational literacy skills through our Houghton Mifflin Reading adoption. We identify the areas of strengths and needs for all these kids. And I could go on and on and on about all of the different assessments that classroom teachers are using. These
assessments that we have -- let's see. Okay. There are other assessments that we use too. They're using the report cards, the discipline referrals, the student absences and tardiness, the teacher's absences, the parent and teacher conferences; they use the climate surveys that we've done with the students and the teachers and the parents. And we have an electronic classroom observation tool that we are using with our building principals. We have trained them to -- some very intense training on how to provide quality feedback to classroom teachers in the classroom. And we, Mr. Kurrus or myself or the other associate superintendents, can actually monitor the quality of feedback that our principals are giving to our teachers so that we can insure that they are ready to move to the next level of instruction. Because if they're not getting feedback about their instruction in the classroom, then we know we have some serious problems. And if our principals, who are supposed to be overseeing instruction, don't really know how to provide quality feedback to teachers, then that's even -- that even compounds the problem even more. Our teachers and our leadership teams use all of this data. I know you've heard about data walls, but you can go in any
of our schools today and you might find the data wall in the hallway; you may find it in the classroom; you may find it in a room where -- I know you've heard of war rooms or whatever but where teachers, they collaborate and they talk about individual students and how might we do this better, how might we provide -- look at our content area and make sure that it's aligned within the classroom; look at our lesson plans and make sure that those are done really well. So there are a lot of things that they're looking at each and every day.

Our schools are -- we're looking at trend data and some of our trend data in past years really said to us, "Maybe we need to do something different in math." And that's why now we have math facilitators in all elementary schools. They coordinate the teams of teachers to desegregate data, look at it and make informative decisions about instruction in the classroom. They support the improvement of the Tier 1 core classroom instruction that Dr. Perkins was talking about and they provide Tier 2 and Tier 3 interventions as part of modeling the practices in the classroom that's needed. We look at trend data with literacy and basically it told us, you know, what we needed to do and so we've provided a reading
teacher in every last one of the elementary schools. They provide the Tier $2 /$ Tier 3 instruction. And then we also have literacy facilitators in our Priority and Focus schools who primarily work with the classroom teachers to insure they are providing quality instruction.

Mr . Burton during the last meeting talked to you about the disciplinary literacy approach and we are continuing to do vertical and horizontal planning together from $K$ through 12th grade, which is something we haven't really done well in past years. But we're really talking about the disciplinary approach and how we teach in the elementary schools may help our secondary schools, and we've had some very rich conversations about how we can improve in this area.

The other level of support that the schools are getting, thanks to you, would be our school improvement specialists. Some of them are playing dual roles. They may be a literacy or math facilitator but they are getting some very enriching professional development and training from the ADE staff. We were just here this week and we were really pleased with the outcome of the training that we received.

Now to the first quarter interim assessment TLI, if you'll look at the 3rd through 11th grade here -and at this time the first quarter of the year we kind of expect the students to be somewhere around 60\% and above. And so you can see that in the area of reading that we're okay. We feel like our students are on target, they're on the path to moving in the direction that we want them to. We have identified about five schools where we are really digging deep down into the trenches on what they need to do better in reading based on this data. The leadership teams have gone as far as to identify the particular content area and the trend data with a particular teacher on how they might align professional development to that teacher in those five schools that may be having issues. And then we have a few schools in language where we're doing the same process; we're really trying to find out is it the child, is it the instruction or is it the classroom teacher. And so somewhere along the way it's one of those three things. When we looked at the data, the TLI data for math we're doing quite well on the elementary level. They are somewhere between 61\% up to $83 \%$. We're kind of having some problems with Algebra I and Algebra II on the
secondary level but the leadership teams are really working on that, and Mr. Burton shared some of the activities that they have been engaged in. But on the elementary level we have identified three schools. We know they're on the 5th grade level; we know exactly what their problems are. We have already determined what the professional development will be for those teachers on the 5th grade in order to move this forward.

What else does the data tell us?
Either I'm not working this right or it doesn't want to work.

SUPT. KURRUS: Shoot it this way.
DR. MITCHELL: Shoot it this way? Okay.
What else does the data tell us? One of the things that it's telling us is that our principals completed about 8,000 classroom observations last year and that information gave us feedback on where we needed to move forward. Based on the first quarter data our elementary students we believe are on the right path. Where we need to focus, we need to focus on collaboration and planning on the data. We also need to insure that we continue to do our pre and post tests and our interim assessments. And we also know that there are some schools where we need
to work with the culture in the school.
One of the things that I want to share with you before I leave is that we are continuing to be in collaboration with the ADE staff. We met with Commissioner Key and his staff on a new grant that we're receiving, the Staff Personnel Development grant, to help improve the culture in some of our schools. It's a wonderful grant and great resources. We also have been in training with the ADE staff, with our school improvement specialists, at least twice since we met with you last, and even as recently as this week we met with them. So we have a lot of things going on but we feel like based on this most recent data with TLI that we are right where we need to be, on track in the elementary schools.

CHAIRPERSON NEWTON: Thank you.
MS. ZOOK: The assessments -- I know last year Little Rock got a waiver and they gave them paper/pencil instead of computer.

DR. MITCHELL: Yes.
MS. ZOOK: Will you be needing the waiver again this year for your interim and your summative assessments?

DR. MITCHELL: I believe we're moving forward. We will not need the waiver. Yes.

MS. ZOOK: So are the students taking any of these tests online?

DR. MITCHELL: Yes, they are.
MS. ZOOK: Okay.
DR. MITCHELL: Yes, they are.
MS. ZOOK: So they're also learning that skill?
DR. MITCHELL: Yes.
MS. ZOOK: Okay. Great. Thank you, Dr. Mitchell.

COMMISSIONER KEY: Ms. Zook, if I may, because I think we originally -- they sent a waiver just in case to cover their bases, but they've been working really hard to make sure that that was not going to be needed. And I know Mr. Kurrus made that a priority and his team has been working hard to make that happen. So I don't want us to just gloss over the importance of that because that's very critical.

MS. ZOOK: Thank you.
CHAIRPERSON NEWTON: Thank you. I'm sorry. Ms. Saviers has a question.

MS. SAVIERS: Dr. Mitchell, real quickly, one of the things that the ADE -- well, Dr. Wilde, when he was doing his due diligence in Priority schools in the Little Rock School District last year, before the State took over the district, one of the big
criticisms was that there were a lot of things going on but it didn't translate to student -- improved student achievement. What of these -- you've got a lot going on; it all looks great. But can you assure me that what you're doing is really -- why would it translate now when it didn't translate before?

DR. MITCHELL: Yes. I can assure you that we are very focused. During my presentation you did not hear me elaborate on any particular programs or any interventions. We have streamlined those and Dr. Wilde has been there right beside us. And one of the things that he continues to tell us, "If you cannot measure it, you should not be doing it." And so we have tried to reiterate to schools that "yes, all of the fluff things that you're doing are very nice" -and I know that you all saw the nice article in the paper about Terry Elementary. And if you read that article, everything that the principal talked about in that $A$ school she could measure. And so that's what we're really focusing on; if we can't measure it, then we just don't do it.

MS. SAVIERS: Okay. Thank you.
CHAIRPERSON NEWTON: Thanks again.
SUPT. KURRUS: Thank you very much. I
appreciate y'all going through the detail of that,
but the point really simply was not to tell you everything we're doing; that's not the point. The point is is that we're doing it systematically; we're intervening when we have problems. And we think -- I do -- as nine-week periods roll, we will analyze every nine-week period and the next nine weeks will be better than the first. We will not be reinventing the wheel; we will be tuning it up, down to the student level. And so I won't beat that dead horse any further. But there really aren't as many things going on as there is one simple process that's fundamental and analyzed very fundamentally and then improved every day with the interventions that are systematic. And that was the point I wanted to bring forward and I hope that we've put that point across, and then we'll see how it works and we'll be able to analyze the parts that don't work and improve those. I don't want to belabor any of the other issues. I'm happy to take questions about anything you might want to talk about that's strategic or substantial. You know, we're moving out on a lot of different fronts. But time is precious, so I'll take some questions or stand down at your pleasure.

CHAIRPERSON NEWTON: Any questions of Mr.
Kurrus?

DR. BARTH: Yeah.
CHAIRPERSON NEWTON: Dr. Barth.
DR. BARTH: First off, I mean, thank y'all and thank Dr. Mitchell too for, I mean, just a very realistic report, I mean, and not over-selling but really I think giving us good data. That leads to a question. Y'all are really guinea pigs in this whole endeavor in terms of the State takeover, but then ongoing reporting in the way that $y$ 'all are doing every month. And my question is: is it valuable for y'all to do monthly reports in terms of -- I can see the argument that would be good; it focuses you; it obviously provides a platform for communicating key things about the district. It also obviously takes some time. And I really just have a question about whether you're finding this a valuable thing or a distraction?

DR. KURRUS: It's certainly not a distraction, not at all. We're very focused right now in every single school, on every single student, and every single classroom and this just makes it real. So we don't mind doing this. I hope they're not -- we're not going to -- we can make it quicker next time; we don't have to repeat everything so much. And I hope they're uneventful reports. I hope we come back and
say, "The system that we're employing is working." We're refining it every week. Every time we take a test we learn something and we take what we learn and improve. So if that's just repetition and it takes three minutes, then we'll shorten these things quite a lot. But $I$ do like the routine nature of this. I'll be happy to provide some written comments, if that was what you desired. I know that was discussed. And there's so much more we're doing that I don't talk about. I mean, I can tell you some things that we're doing that are really instructive that are going to really change these distress schools. I think we focus on them too much and we need to focus on the other schools. As I said, I've got some real need indicators. Ms. Newton, you asked about something that had to do with schools and analysis. I've got the move-the-needle analysis that I do that's really important, that's really showing us which schools are making big strides. We track that every week. Maybe next time I'll talk about that. So, no, I like to come here and we'll try to crisp it up and make it snappy.

DR. BARTH: Well, I get a lot out of every report, so I appreciate it. A much more specific question: we talked a little bit last time about, of
course, the transition from 5th grade to 6 th grade and we know that parents are now moving into that mode of thinking about "what about next year." What direct outreach or new forms of outreach to those parents who are in decision mode about their 6th grade year, what's going on related to that?

SUPT. KURRUS: Uh-huh. Well, we're doing a lot more in-school visits. We're very intentional about getting people in the schools from the elementary to their area schools and also our magnet schools. At 6:30 tonight I'm meeting at Roberts Elementary School with all the parents, the PTA at Roberts, and I betcha there will be 300 people there, maybe not, all of whom are interested in that transition, that middle school transition. A lot of the data you saw, which is interesting, where you see the down-slope in achievement from 3rd, 4th and 5th grade relates to the loss of students, high-achieving students who exit our middle schools. You're not comparing the same group of kids there. You have to be very cautious with this data. I could give you a thousand examples of things I've seen that on first blush appear to be one thing and on deep analysis are something completely different. But we're doing -to answer your question, we're talking to students --
we're getting students on tours, we're moving out -tonight I'll be talking to the 5th grade -- primarily 5th grade parents from three schools in West Little Rock. We'll keep going on that.

CHAIRPERSON NEWTON: Ms. Zook.
MS. ZOOK: Yes. I know at some point your principals in some of your schools may want to look at the things that are available to them, like schools of innovation, conversion charters, waivers that may not be helping as far as children and achievement, and so those have been successful in some other districts. And I know right now you've got more than, as my grandmother would say, you can say grace over. But I would encourage at some point in the big picture that they look at some of those things that might be helpful to students as well, and partnerships with the business community. And, you know, I just want to be sure that you and they are aware that these things are available and if you think that would be helpful to the students that you look at that.

SUPT. KURRUS: We will. Thank you. And we are working well with the business community. We're having -- again, as late as yesterday I received a substantial contribution by a prominent business here
to assist at McClellan in some of their efforts down there. And we'll be shaking hands tonight with several people who've made large contributions to help our school district and that's very gratifying to me. So we're reaching out in that respect.

The other thing we're doing -- and I don't want to get off message but when you look at Terry, Terry is a very good school. Terry was on the front page and all that sort of thing. But by my calculation we have four schools that are actually right there with Terry in terms of moving the needle. I've compared all of our schools with respect to their poverty indexes and their achievement, and we have marvelous schools and schools that score very, very highly, higher than any other schools in the county by far. We're well ahead of a lot of schools, private, charter, all of them. We're beating them all in many respects. But what's really gratifying is we have schools that are moving the needle and so -- and they're moving the needle by doing old-fashion things like teaching bell-to-bell, by being committed to one another, collaborating, communicating, all that sort of thing. So we're really focused on that but we're going to look at everything.

CHAIRPERSON NEWTON: Thank you.

SUPT. KURRUS: Thank you.
CHAIRPERSON NEWTON: I think your report, it needs to continue. I think it serves to inform and inspire us relative to the takeover of the Little Rock School District. You know better than anyone else how divisive that was from the Board's standpoint. But I think on both sides of the coin it helps us understand what's happening and feel that some true progress is being made and your reports help us understand that. Thank you.

SUPT. KURRUS: Well, thank you. We're glad to be here. Thank you very much.

CHAIRPERSON NEWTON: We're going to take one more agenda item and then we're going to break for lunch, and that's A-4.

COMMISSIONER KEY: We need to take action.
CHAIRPERSON NEWTON: Oh, I'm sorry. Action on Mr. Kurrus's report please.

MS. ZOOK: I move that we accept the report from the Little Rock School District.

MR. WILLIAMSON: Second.
CHAIRPERSON NEWTON: Moved by Ms. Zook and
seconded by Mr. Williamson. All in favor?
(UNANIMOUS CHORUS OF AYES)
CHAIRPERSON NEWTON: Any opposed?

A-4: CONSIDER REMOVAL OF HECTOR SCHOOL DISTRICT FROM FISCAL DISTRESS CLASSIFICATION EFFECTIVE NOVEMBER 12, 2015

CHAIRPERSON NEWTON: Then A-4, Mr. Greg Rogers, Consideration of Removal of Hector School District from Fiscal Distress Classification Effective November 12, 2015.

MR. ROGERS: Thank you. Yes. Greg Rogers, ADE, and I have Cherry Norris with me from the Fiscal Services and Support Division. Hector School District went on fiscal distress in May of 2014. Since that time they've met all their objectives under fiscal distress. They reduced their expenditures by $\$ 385,000$ and their fund balance has continually gone up. So they've met everything they needed to and so we're asking for your consideration to remove them from fiscal distress.

CHAIRPERSON NEWTON: Congratulations to the Hector district for doing that in such an expedient way and time. Is anyone here from the district?

MR. ROGERS: Yes, ma'am.
MS. NORRIS: Superintendent Walt Davis.
CHAIRPERSON NEWTON: And who's that guy you're standing by?

MS. NORRIS: Norman Hill.
CHAIRPERSON NEWTON: Mr. Norman Hill. Okay.

Would you both come forward, please?
MS. NORRIS: And the Business Manager, Melody Crane, is here.

CHAIRPERSON NEWTON: And the Business Manager, please come also. Does anyone want to speak relative to where you are today?

SUPT. DAVIS: We feel very good about where we are in terms of sustaining our success. I want to thank the fiscal support team. Certainly, I want to thank Mr. Hill and Ms. Crane; they've been essential in the process. And any time you have these things come up -- we had a lot come up in a hurry, but we've had great support from our school board in making tough decisions. We've had great support from our community, our faculty and all our employees and students. It has been a team effort to be able to get where we are and we're very appreciative of everyone involved.

CHAIRPERSON NEWTON: And thank you for cooperating as a district with our staff at the ADE. And thank you Mr. Norman Hill and the rest of you that played a part in it. Thank you very much. Okay. We're going to break for lunch now. MR. WILLIAMSON: We need to make a motion. CHAIRPERSON NEWTON: I'm sorry. Can we get a
motion for the Hector School District, relative to Hector School District in fiscal distress? MS. DEAN: I move to approve. CHAIRPERSON NEWTON: Move to approve by Ms. Dean. Second?

DR. BARTH: Second.
CHAIRPERSON NEWTON: Second by Dr. Barth. All in favor?
(UNANIMOUS CHORUS OF AYES)
CHAIRPERSON NEWTON: Any opposed?
Now we'll go to lunch. We'll resume at 12:45.
(LUNCH BREAK: 11:53 A.M. - 12:44 P.M.)
A-5: CONSIDERATION OF PINE BLUFF SCHOOL DISTRICT ACADEMIC DISTRESS PROGRESS REPORT

CHAIRPERSON NEWTON: We'll get started with the rest of the action agenda and the next item on the agenda, Mr. Harvey and Dr. Wilde, Consideration of Pine Bluff School District Academic Distress Progress Report.

MR. HARVEY: Elbert Harvey, Coordinator for School Improvement Standards Assurance. Madam Chair, Members of the Board, Commissioner Key, today we have -- Dr. Wilde will be here to answer any questions you may have related to Pine Bluff and their progress. First, we'd like to afford Pine Bluff the opportunity
to present to you and then we'll make ourselves all available for questions following the presentation.

CHAIRPERSON NEWTON: Okay. And that's Mr. Henry Dabner. Come forth and introduce yourself and any other -- is he Superintendent? I'm sorry. Mr. Wallace.

MR. HARVEY: No. Dr. Wallace.
CHAIRPERSON NEWTON: Dr. Wallace is superintendent, and Mr. Dabner. The superintendent can decide how he wants to proceed here.

SUPT. WALLACE: Thank you, Madam Chair, Members of the Board. It's always proper protocol to defer to your board president, so I will have Mr. Dabner come and address the Board and then I will follow-up with some comments, providing information from our last meeting. So, Mr. Dabner.

MR. DABNER: Thank you. Madam Chair, Board, good afternoon.

CHAIRPERSON NEWTON: Mr. Dabner.
MR. DABNER: Yes, ma'am. And I'm delighted and excited to be here today. I came to talk to you all about some of the changes and different things that we're doing right now since the last meeting, the last time we met with you all. First of all, we had a board retreat so the board got to sit out and
collaborate on some things that we were doing. We had training with the Arkansas School Board Association and we decided after that meeting to have two meetings a month. One is a work session and in that work session what we did is we rotate the schools. Every first Tuesday of the month we go to each school. And we started with the academic distress schools and we invited the parents, the teachers and the community out to have some input sort of in what we were doing at the time and also to set the agenda for our business meeting, which is the third Tuesday of the month. We're having some conversation basically about our superintendent, opening up the process in January. We extended Dr. Wallace's contract until June 30 th so we could have some stability until that time. Maybe we can get someone to come in at that time and he can sort of train them and show them what's going on. And the last thing is we discontinued the contract with From the Heart, so we don't have an external provider right now and we're working basically with UVA. UVA is the one who we're getting our feedback from. We did meet with them and we're having contact with them. So basically that's where we're at right now.

CHAIRPERSON NEWTON: Okay. Any questions for

Mr. Dabner?
MS. zOOK: I noticed that -- and I can't remember if it was in the report or if it was in the newspaper clippings that were sent, that From the Heart is saying that you all owe them money. Is that in the courts at this point, the negotiation, or are they --

MR. DABNER: No, ma'am. It's not in the courts at this time. They just sent out a letter. I don't even think a lawsuit has been filed at this time.

MS. ZOOK: Okay.
MR. DABNER: Yes, ma'am.
MS. ZOOK: All right. And has your
superintendent completed the needed requirements so his provisional licensure does not expire in March, if you're going to use him until June?

MR. DABNER: Yes, he has.
MS. ZOOK: Okay. Thank you.
CHAIRPERSON NEWTON: Okay. Any other questions for Mr. Dabner? Okay. Thank you.

MR. DABNER: Thank you.
CHAIRPERSON NEWTON: Dr. Wallace.
SUPT. WALLACE: Thank you. Let me follow-up. We have our leadership team here and we're going to give an update on our schools that are in academic
distress. Just to report on some things from our last meeting, we had a very successful community forum and the venue that we used was not sufficient to accommodate. So we did the accommodation. We had great communication, conversation; we learned a lot. We took what we learned and we responded to it. What it told us is that we need our second one, which we're planning in January, and we'll move that one to a much larger facility. So that's some feedback for our second one.

With respect to the certification, I completed in October a five-year standard certificate that expires in five years.

The other thing that we've been actively involved in is engaging the community and the forum was an opportunity to jumpstart that. And we have participated as a leadership team, including members of the board, in a variety of community activities and we will continue that.

Three things that $I$ want to mention: first of all -- and you heard it in an earlier report -- we have applied and received the opportunity to be a participant in the Community Eligibility Program where we now are serving all of our youngsters breakfast and lunch. The other thing, we were
pleased that we were -- we had a visit from London, England. You probably saw it in the news-clippings where our band was invited to participate in 2017 in the holiday activities in London, so we're very pleased with that. And I think the final thing is that progress is being made, slow but sure. We have a lot of challenges, as we all know, and we've identified and prioritized the challenges. If I had to summarize our greatest challenge that is to restructure the systems in our school district around which we operate. So systems change is our big initiative and specifically around three areas: business and finance, human resources, and the whole area of exceptional education. So we're focusing on those three areas. We continue to make progress. And at the end, if you have any additional questions, you know, we'd be happy to answer them now or after Dr. Wilde makes his presentation.

CHAIRPERSON NEWTON: Okay. Thank you. You say you have a team here, so are they speaking in addition to what you've done, you and Mr. Dabner?

SUPT. WALLACE: Yes. Yes. Our next presenter is our Chief School Reform Officer, who is Ms. Alesia Smith, who will give you an update on the academic progress of our three Priority schools.

MS. SMITH: Good afternoon. Good afternoon.
(COURT REPORTER'S NOTE: Several BOE members answered, "Good afternoon.")

MS. SMITH: All right. What I'm going to read to you today are some just talking points. We had our recent visit from the University of Virginia, our fall site visit, and they gave us some great feedback on some things that we were doing very well and they gave us some areas for opportunity to grow. So the first thing that they were very excited about that we had accomplished was that we had re-looked at our master schedule. And so we had added additional time at the middle school of 15 minutes and we added 10 minutes of time at the junior high school and we have double-blocked at the high school for mathematics where our kids are really struggling there.

The other thing that they were very excited about is that we put a lot of energy into our transition. Because, you know, we reconfigured schools, so we had to bring families together. So we did a lot of work upfront to bring in the community and we had parent meetings; we had transition meetings where kids were allowed to come to the school and tour the school and meet their teacher; we had events where the teachers would come together so
that they can get to know each other. Still some work needs to be done in that area because you're combining schools, you're combining kids, but we did put a lot of work in front of that. Also, we were fully staffed this year for the first time. That was amazing. We didn't have to be running around looking for teachers and finding people; fully staffed at all three of those schools.

The other thing that they were excited about were the principals felt like they had some autonomy around their site-based professional development. And so we did some needs assessments, we looked at our classroom walk-throughs, we looked at our focus walks, and we began to see where teacher effectiveness was an issue. But we had opportunities where every school didn't need the same PD and the principals felt really empowered by the fact that they could choose their PD based on what their school needed.

Okay. The other thing was they were very impressed that the schools and the people that they interviewed and the teachers that they talked to, it was a data-driven conversation. They were very excited that the culture had shifted. It had shifted from talking about this group of kids to specifically
"these children need these skills and this is the plan that we have for them." The one thing that they offered us to do was to look at learning for leaders. They had a whole chapter on what an effective intervention and enrichment program looks like, how to systematically put it in place, and we trained -we had a PD on that on Monday. At each school we are looking at how we're going to systematically make sure that every child is getting what they need, not just interventions but also enrichments for those kids who have mastered the skills.

The other thing that they were excited about, we have interviewed and hired our School Improvement specialists. They will be beginning December 1. We were very excited. We got some great candidates that came out and we were -- we're elated. So they will begin on December 1. Actually, recommendations have been done and they will go through the board next Tuesday.

Oh, the other thing that they really liked is that we have really done -- our weekly PLC's were aligned. The instructional coaches were aware of what needed to be done. They were data-driven. We are doing -- they are doing modeling. They are also -- we had the KEG instructions and teachers were
actually doing the KEG instructions when they arrived. Our TLI and the alignment of our curriculum and our assessments are aligned. We're also doing STAR testing for reading and math, looking at the kids' levels. And when we looked at their levels we realized that we need to do some school-wide where we get kids books in their hands on the level in which they're reading on. We've done the math assessments. We're doing Fast Facts, so we're using the science and social studies teachers to do those literacy skills. So we have a lot of great things going on. Yes, there are opportunities to grow because we wouldn't be where we were if we could just fix it all overnight. But we have put some key things in place that we know will increase student achievement.

Our other big piece is culture. We're doing a lot of things to build a culture in the school where we're celebrating kids that are improving on their assessments. We are doing Teachers of the Month. We now have parking spaces for Teachers of the Month. We are really trying to build the morale and get people to believe in the purpose that we can turn Pine Bluff School District around.

CHAIRPERSON NEWTON: Okay. Thank you. Is there anyone else, Dr. Wallace, from the district?

SUPT. WALLACE: No.
CHAIRPERSON NEWTON: Okay. Dr. Wilde.
DR. WILDE: I'm Richard Wilde, School
Improvement Unit. Good afternoon. I think you all have received our report from the School Improvement Unit. Just to highlight a couple of items, if you take a look at the three primary questions that we approached our report with was: does the work of the local school board support or distract from the work of the administration? And I am very pleased to report that at this time the school board's work is not distracting from the work of the administration. We have not yet arrived at where it's fully in support but we have quit distracting and that was our big issue from last year, was that the district office was being distracted by the school board.

The second question was: does the work of the district office then distract or support what's going on at the building level? Last year, we would have said that the district office was more of a distraction from the school improvement work than it was a contributory factor to improvement. We're also pleased to report that there are some developing systems and that there is more autonomy for the principals in terms of how to address the problems.

And then the third question was: does the building leadership and the building leadership teams support or distract from the work of the classrooms? And at this stage we would suggest that it is beginning to turn the corner. So just like UVA is reporting to the district that they're seeing a shift in the culture, we too are seeing a shift in the culture. We've also been collaborating with UVA in terms of looking at what they would report and what we would report, so that way we're speaking in a unified voice to the district, not having one report come from UVA and then one report come from the School Improvement side.

That said, there is still a lot of work yet to be done. You have the president of the board here; you also have other members of their local board here. You could ask questions in terms of do they feel that $A D E$ is supportive to them or are we distracting from their work, and I think that would be a fair question to ask them. The other part is we have their Federal Programs Coordinator here. So if there is question about how they have aligned their categorical dollars to support school improvement, Ms. Russell is here and is available to answer any of those questions. Any questions for me?

CHAIRPERSON NEWTON: Any questions? Ms. Zook. MS. ZOOK: As far as the alignment of the curriculum to the standards, is that in place?

DR. WILDE: There has not yet been a curriculum audit and so from that standpoint the perception is that they have gone through alignment processes. The proof of that comes when we take a look at alignment between their post-test in the units and their quarterly benchmarking assessments and then the yearend assessment. So we have not arrived at the yearend to make that, but we are starting that process now to verify that there is alignment.

MS. ZOOK: Also, you mentioned in your report that you had perceived that there was some competition over the responsibilities of, I guess, primarily the two leads in the building from Central Office. Has that been resolved?

DR. WILDE: Actually, I would have said there probably is competition between five directors. And actually I'm going to ask Dr. Wallace to address that because we have addressed that directly with him.

SUPT. WALLACE: That is a wonderful work in progress. We have resolved many of the issues by agreeing weekly as a cabinet to bring all issues to the table and have good dialogue, reach decisions,
and then those decisions -- everybody is a part of that decision-making process. And that is going very well. It has extended our meetings from two hours to about four to four-and-a-half, so we know we're making progress. They're willing to put in the time to do the tough work to make those decisions so that we're able to support our buildings.

MS. ZOOK: Also, I don't know if you heard the presentation this morning from ForwARd where they're going to be going over the state and there are going to be opportunities for ForwARd communities where they will -- the community will get the help that they need with regard to moving forward. And that might be something at some point that Pine Bluff wants to look at as well.

SUPT. WALLACE: And I think we should. Thank you for that.

CHAIRPERSON NEWTON: Dr. Barth.
DR. WILDE: Dr. Wallace --
CHAIRPERSON NEWTON: Go ahead.
DR. WILDE: Dr. Wallace, when he said it's working very well, they're still in the initial phase. So I commend him for being positive; at the same time there still is a little more work to be done on that competitiveness. And part of it is the
process that has been -- we have -- they put in place for new directors and with different responsibilities. And there were meetings between the superintendent and individual directors where a decision would be made but they didn't then say what impact would this have on the others. That is the part that Dr . Wallace is saying by them coming together they're scenario-ing their decisions to say what impact will that have. But that process is recent and still in the developmental stage. They're doing it but they're also having to practice it to get good at it.

That said, the last piece that $I$ would have is a recommendation. And in my report I submitted a recommendation that the State Board would continue to monitor the progress on a quarterly basis. It is still our perception that part of the focus, the new focus that has occurred has been in part because of the scrutiny by the State Board of Education. And so they're actually asking themselves, "Is this the direction that we believe that the State Board was indicating we should go?" So there is a positive effect by having the district come back before the board and the full board or the academic subcommittee, just one or the other. So our
recommendation would be to continue this process.
MS. ZOOK: And do you think by February we will actually be able to see some student achievement data?

DR. WILDE: I think -- yes. Yes, we will.
CHAIRPERSON NEWTON: I think, Dr. Barth, did you have something?

DR. BARTH: Yeah. Dr. Wilde, and this may be -other folks may need to answer this as well. But I just want some clarity on the relationship with the University of Virginia and how long a commitment is there. And do you feel good about the communication link between that project and your office?

DR. WILDE: I feel very positive in terms of them including us in the discussions and reviewing draft documents and then talking with them in terms of are they seeing the same things that we see. Their intent, they were confused at the beginning of this year in the sense of will they continue or not continue because at the end of last year they were somewhat frustrated with the district. Okay. So they have -- they are committing on one year at a time. But in reviewing their last report that they just submitted to the district this week they are much more positive in this report than they were in
the reports from last year. So I believe that if they're funded and invited to continue -- and it's a local effort, so their local businesses are the ones actually funding the UVA to be part of the district's efforts.

DR. BARTH: So their current year though runs through this academic year. Correct?

DR. WILDE: Correct.
DR. BARTH: Okay. Thanks.
CHAIRPERSON NEWTON: Ms. Saviers.
MS. SAVIERS: Such a good report, Dr. Wilde. Thank you so much. And this is not just a question for Pine Bluff but it certainly applies to them as well. How are -- what are you guys doing to help them work through these absentee -- teacher absentee issues?

DR. WILDE: Well, first, it was in our new reporting format. We're asking them to distinguish how many times their teachers are not there and how many teachers are missing a lot. So, first, it's to call it out into the open so that you can begin to strategize in terms of how to address this issue. The other thing is that it's also, to use my terminology, it's a leading indicator that your teachers are not feeling the same sense of urgency
that you are. So, therefore, there is a disconnect between the leadership's sense of urgency and the staff's sense of urgency. And I think that as time goes on it will become more apparent or less apparent depending on what that school district is doing about it. The other piece with that is even in our reports there is some differences because some of the districts only reported illnesses and other districts reported illnesses and $P D$ days. And where we want to go with that is we want them looking at all absences from the classroom to get a sense of how many times are teachers actually not there. So that is a clarification we'll have to -MS. SAVIERS: Well, it's shocking. I mean -DR. WILDE: Just with the data that -MS. SAVIERS: And I appreciate that you focused on the core subject teachers as well, but that was just a really interesting indicator that you included.

DR. WILDE: Yeah. MS. SAVIERS: So, thanks.

CHAIRPERSON NEWTON: Any other questions? So what I understand is the recommendation from your department is to continue monitoring at least quarterly?

DR. WILDE: For this year. Yes.
CHAIRPERSON NEWTON: For this year, this school year. Okay. So we're ready for a motion for action item --

DR. BARTH: Ms. Newton, could I ask a question?
CHAIRPERSON NEWTON: Oh, okay.
DR. BARTH: I was going to ask a question of Ms. Saviers in terms of -- so I think Dr. Wallace was planning on coming back in February. Right?

MS. SAVIERS: Uh-huh.
DR. BARTH: And I guess the question is, is there value in them coming to your committee before that or just waiting for the full board?

MS. SAVIERS: I think I would let Dr. Wilde make that decision because he's certainly, you know, in the trenches.

DR. WILDE: I would actually recommend that we shift them back to the Academic Distress Committee for their reviews. And then if they're not making progress then that would be then a recommendation coming back to the full -- of the State Board from the Academic Subcommittee.

DR. BARTH: Okay.
CHAIRPERSON NEWTON: Thank you. Then we've heard the report from the Division and from the Pine

Bluff district and the recommendation. So is there a motion for $\mathrm{A}-5$ ?

MS . CHAMBERS: So moved.
DR. BARTH: Second.
CHAIRPERSON NEWTON: Okay. So the motion is from Ms. Chambers and second by Dr. Barth that the report be approved and the recommendation is that the fiscal review committee would be the committee that would have a conversation with the Pine Bluff district and ADE in February 2016. Okay. Second? MS. ZOOK: The academic.

CHAIRPERSON NEWTON: Academic. Did I say fiscal? Academic. I'm sorry. Is there a second? Dr. Barth did you second?

DR. BARTH: Yes.
CHAIRPERSON NEWTON: Okay. All in favor?
(UNANIMOUS CHORUS OF AYES)
CHAIRPERSON NEWTON: Any opposed? Motion
carries. Thank you.
MS. ZOOK: And, Ms. Saviers, do you think we should bring them in in January or February? MS. SAVIERS: I think they said quarterly, so wouldn't that be February? MS. ZOOK: Okay. MS. SAVIERS: Yeah.

A-6: CONSIDERATION TO APPROVE AN AGREEMENT FOR A TEACHER RESIDENCY NON-TRADITIONAL PATHWAY TO LICENSURE

CHAIRPERSON NEWTON: The next action agenda item is A-6, Ms. Pfeffer and Dr. Cross -- Dr. Doss, I'm sorry, Consideration to Approve an Agreement for a Teacher Residency Non-Traditional Pathway to Licensure.

MS. PFEFFER: Good afternoon. Ivy Pfeffer, Assistant Commissioner for Educator Licensure and Educator Effectiveness. Dr. Doss and I are here today to basically outline something that we've discussed and want to pursue. It's really a nontraditional approach to a traditional educator licensure pathway. We have talked about really capitalizing and utilizing the talents that are already there within school districts utilizing paraprofessionals, those individuals who in many cases have been in school districts for a long time working with students and being such a valuable resource. Oftentimes, these professionals don't go back and complete the requirements for a standard license because they can't quit their jobs. And Dr. Doss is interested in developing an opportunity for these individuals to be able to go back and complete a four-year education degree while they're still
working so that they can stay in the classroom, keep supporting kids, and really get that on-the-job realworld experience. And we look at this as a way not only to grow our own but to retain folks in our communities and in our schools who've already invested their lives with students. So she is working on the program on her end. As far as we would be concerned, the licensure piece would come in as an extra year after they've completed the fouryear degree. It would be a one-year provisional license during which time the educator would get support not only from the university but also through our mentoring program. And if after that one year all the requirements are successfully met then they could be recommended for a five-year standard license. So Dr. Doss I'm sure would be happy to answer questions as well and we would -- I think we're just asking for your approval to pursue this idea if all the pieces can be put in place.

CHAIRPERSON NEWTON: Okay. Any questions? I think this presents us with an opportunity to do things differently to get to the same results. So thank you for that. Thank you, Dr. Doss, for the innovation and thank the other leaders at UAM. So are there any questions of Dr. Doss or Ms. Pfeffer?

If not, could we have a motion on $A-6$ ?
DR. BARTH: Move approval of continued exploration of this very promising idea.

CHAIRPERSON NEWTON: It's been moved by Dr.
Barth. Is there a second?
MR. WILLIAMSON: Second.
CHAIRPERSON NEWTON: Second by Mr. Williamson.
All in favor?
(UNANIMOUS CHORUS OF AYES)
CHAIRPERSON NEWTON: Any opposed? Okay. Thank you.

DR. DOSS: Thank you very much.
A-7: CONSIDERATION OF 3-8 PARTNERSHIP FOR ASSESSMENT OF READINESS FOR COLLEGE AND CAREERS (PARCC) CUT SCORES

CHAIRPERSON NEWTON: A-7, Hope Allen,
Consideration of 3-8 Partnership for Assessment of Readiness for College and Careers (PARCC) Cut Scores.

MS. ALLEN: Good morning. Hope Allen, Director of Assessment for the Department of Education. I believe we do have a PowerPoint. Last month, we brought to you the high school scores for the Partnership for -- the PARCC assessment -- excuse me -- and today we will be bringing before you the 3-8 scores and also asking for the approval of those cut scores. So from last month we talked you through the
process that Arkansas educators participated in, the standards setting for the PARCC assessment. The same process was used in 3-8 that was used in the high school. So participants were given a question, they went through three rounds of judgment to determine how many points a Level 3 student would receive in their opinion. Then those rounds of judgment went through kind of a reconciliation process, were taken to the governing board for the PARCC assessment, and then the governing board has put forward the proposed cut scores for that assessment.

So as you saw last month, the Level 1 cut score for every range fell at 650, Level 2 falls at 700, 3 at 725, 4 at 750, and the cut at Level 5 is somewhere around 800, sometimes right below 800 or just above 800 depending on the grade level. So we feel very -we're seeing very similar data that we saw last month, very similar at 3-8 that we had for the high school. Approximately 70\% of our students fall within Levels 1, 2 and 3, 30\% falling in Levels 4 and 5. So our first action item is just to ask for the approval of those cut scores, knowing that Arkansas students would fall within those scoring ranges, and I ask for any questions that you have on that now.

CHAIRPERSON NEWTON: Ms. Zook has a question.

MS. zook: Why do you think the cut score for Level 5 varies and others do not?

MS. ALLEN: Right. Because there are so many points required to get to that Level 5 range and the differing -- because of the way the standards fall out at different grade levels it just really -- that Level 5 is such a smaller group and to make that distinction that particular level had to fluctuate quite a bit.

CHAIRPERSON NEWTON: Any other questions? Okay. We're ready for a motion on A-7, Consideration of 3-8 Partnership for Assessment of Readiness for College and Careers Cut Scores. Do we have a motion?

DR. BARTH: Move approval of cut scores.
CHAIRPERSON NEWTON: Moved by Dr. Barth to approve. Second?

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

A-8: CONSIDERATION OF REQUISITE SCALE SCORE OF STUDENT PERFORMANCE

CHAIRPERSON NEWTON: Ms. Allen, this one is
yours also, Consideration of Requisite Scale Score of Student Performance.

MS. ALLEN: You have been provided with this PowerPoint in your packet. I know we don't have it to show at the moment. I know we're working on that. So action item number two then goes with academic improvement plans. The State Board is required by law to approve the requisite scale score for which a student in the state of Arkansas would be required to have an academic improvement plan assigned for them based on their state scores.

COMMISSIONER KEY: Hope, hang on just a second. Members, the PowerPoint is under item seven.

MS. ZOOK: Yeah.
COMMISSIONER KEY: Okay.
MS. ALLEN: I'm sorry.
COMMISSIONER KEY: I just wanted to make sure everybody caught that. So what she's going to be talking about is linked on item seven but it's under item eight.

MS. ALLEN: Thank you, Commissioner Key. Yes, the last few slides of item seven. So, first, I just want to give you a little information about what an academic improvement plan is. Students that don't score at that requisite scale score are required to
participate in an academic improvement plan that outlines any remediation activities appropriate for that student. And from what we're seeing with the scores that we have, if we look at Levels 1, 2 and 3 the remediation would look very different for a Level 3 student than it would for a Level 1 student. Sometimes it's appropriate to pull a student out of class and give them extra instruction outside of their class period. Sometimes it's more important to have solid classroom instruction that is in place for those students. Sometimes it's more beneficial for a student to be pulled into a small group within their classroom or to work with their peers. So depending on what that student needs, that academic improvement plan will look very different for different students. So the recommendation from the Department is that -there we go, I think we're there now -- make sure I have everything -- so the recommendation that we put forward is that every student in the state of Arkansas scoring at Levels 1, 2 or 3 would be assigned an academic improvement plan. We do realize that that is approximately anywhere from 60\% to 70\% of our students, depending on the grade level that you're looking at. What you see on the screen right now are your high school scores and then your data
for 3-8 is very similar. So you have 3-8 levels. We see about the same; anywhere from $50 \%$ to $60 \%$ of our students are scoring in that Level 1, 2 and 3. And what you're seeing there is 3 and above, 4 and above, so the opposite of that would be what we're talking about, the $70 \%$.

I'm sorry; I'm just making sure we cover -- so as you see, Levels 1, 2 and 3 is what we would be saying to assign an academic improvement plan. My office does plan to hold an informational webinar tomorrow for all of our schools to walk through the difference in an academic improvement plan for a Level 3 student versus a Level 1 student to support our schools in this process. We did see very similar results with when we started the benchmark assessments. So this large number of students in Levels 1, 2 and 3 is not completely unexpected or unanticipated at all. We saw very similar -- $80 \%$ of our students falling within those Levels 1 and 2 when we first started our benchmark exams back in the early 2000's. So with the shift in assessment with new standards we've raised the rigor. These numbers are not completely unanticipated, but we do plan for our office to fully support schools to make a shift in what remediation looks like for students and how
to best support students through these processes. CHAIRPERSON NEWTON: Ms. Saviers has a question. MS. SAVIERS: This is really giving me pause. And I was just reading in EdWeek an article about how RTI for a student in the upper level of Level 3 could be actually not only not benefit but harm that student because they would be pulled out of class and miss valuable classroom time. And I think -- and I expressed to Mr. Key earlier, I guess last week, my concern with the -- there's a big difference between kids who are at the top of 3 and the bottom of 3 . I understand the difficulty in conveying that to a school because, as we all know, if you're dealing with that many students it might be difficult to parse that out and decide who needs an AIP and who doesn't. I just want to make sure we're not doing more harm than good with these students in particular before we make just a broad statement here. And then, secondly, I think the communication to parents is going to be critical that, if we do decide to give an AIP to everyone on Level 3, parents understand what the expectations are for remediation. Is it a pullout? You know, but what does remediation look like and how will that be measured in terms of is it working and progressing in the way that it should be.

So those are my concerns.
MS. ALLEN: Thank you for that. And we do agree completely. That's where my office is going to work very closely with Accountability to try to message to our schools. We have information going to schools today; we have information that's going to go out on the web to parents specifically. We do need to reevaluate just in our state in general what remediation looks like, what RTI -- what is appropriate for students. I think for awhile we have done kind of a blanket one-size-fits-all, and so we really are going to do a push within my office, within Mr. Harvey's office to make sure that we support schools and get some better information out there to them about the differences in those remediation levels and what can be done. I think for awhile we've just thought it could only be pullout and that's really not the case. There's a lot of other remediation that can happen within the classroom so students aren't missing valuable time.

CHAIRPERSON NEWTON: Okay. Dr. Barth.
DR. BARTH: Well, and I would also say that I think it's very important that we begin to change our language about the issue. I mean, I think it is about improvement, right, and I think that the -- I
read the same study on RTI and that is worrisome. But I think there is a tremendous opportunity here to give every young person the individualized academic plan that they need to get over that hump and that's really crucial. And so I really do applaud y'all for taking a tougher path, which is -- it could've been -- you could've taken an easier path and just said, "We're going to just focus on the one's and two's." But there are a lot of young people that aren't that -- at that 3 Level, we know from this data, that, you know, just do need a little bit of help to figure out what that -- you know -- maybe it's just one issue that is really, I mean, you know, holding back their education. And, you know, I think that's our commitment under the state constitution that we're going to be sure that every kid does have an adequate education. So I do applaud this approach. I think we have to be careful, we have to get it right, and we know that it's also -- with the change in tests it's going to be a little bit of a, you know, work in progress over the next couple of years. But we will reach that point where we do have stability in our testing and I think we can begin to feel like we're getting it more right for more kids.

CHAIRPERSON NEWTON: Ms. Zook.

MS. ZOOK: I don't know whether it was in conversation or something that was sent out, but it was my impression that the RTI in particular, in the way it's actually performed with students, was primarily for Levels 1 and 2. And Level 3 would encourage a variety of approaches but not specifically just one-size-fits-all RTI kind of thing. But maybe changing teachers -- one teaches more auditorily and the other one more visually, those kinds of flexibilities within the Level 3 children especially. Is that right?

MS. ALLEN: That is correct. If you look at the RTI model for Arkansas, there's three tiers. Level 1 is core classroom instruction. And so with the -most of your Level 3 's are going to fall within that Level 1, that Tier 1 remediation. As you move up those tiers, that's where it becomes appropriate to remove a student from class, pull them out of class, give them that supplemental instruction. So, yes; that quality classroom instruction, that's your first level; that's your first intervention and most of your Level 3's will fall within that category.

CHAIRPERSON NEWTON: Ms. Saviers.
MS. SAVIERS: I'm going to beat a dead horse for just a second here.

MS . ALLEN: Okay.
MS. SAVIERS: But my concern is just the capacity of districts to really differentiate and -because this is a lot. I mean, they've already got a lot going on and now we're saying AIP's for $60 \%$ or $70 \%$ of their kids. And not only that, but we want you to be really mindful of not pulling kids out of class. You know, it's just a lot. And that's why I think parents are going to have to really step in and be aware, if we're really going to do this, and they need to understand and work with districts and teachers to know what the expectations are so that their kids aren't pulled out of valuable classroom time. I'm really concerned about this. And that's just a huge percentage. I hear what you're saying, Jay. I think -- you know -- I think that is the AIP for every student and, you know, that makes total sense if we're looking at individualized instruction and really pushing every student forward to be the best that they can be. But, you know, I just think we need to be very mindful of the fact that some districts are going to do this very well and some districts are not going to do this well at all, and we just don't want to do harm to those kids.

DR. BARTH: Well, it is probably likely that
some of the most challenged districts are going to have some of the biggest troubles with this because of all the other things that they are dealing with. So I think we're both right.

MS. SAVIERS: Yeah, I do too. I just, you know --

DR. BARTH: So, but -- and I think it's -- even though there is going to be this transition period, I think it is so much better to go with this approach which does say we are going to really have incredibly high standards and really work with those students who are needing help. I agree this is going to be -I think the next few years are going to be really challenging --

MS. SAVIERS: Yeah.
DR. BARTH: -- in a lot of ways.
MS. ZOOK: And I'll remind us too, a couple of the districts that requested waivers was so that their teachers could collaborate.

MS. SAVIERS: Right.
MS. ZOOK: And then there will be -- you know -when they were asking for the ability to have a larger number than the 150 , maybe 165 , was so different teachers would pull kids in there for enrichment or reinforcement or re-teaching in groups.

So no student was missing out on the core instruction but there was a time each day when those teachers got together, compared the notes of what the students needed, and then took those groups off, whether they needed -- Level 5 might need enrichment, or a Level 3, so everybody is getting what they need but nobody is missing what they need. And if this is working so well in those districts, as we will find out this year, then we can encourage other districts to look at the same type of approach.

CHAIRPERSON NEWTON: It is possible. I mean, it is possible looking at the strengths of teachers in a district to do one thing well and not so that all teachers --

MS. SAVIERS: Right.
CHAIRPERSON NEWTON: -- can do the pullout. But I think it reminds me of trying to adjust to trifocal glasses that you have to wear. In order to walk or read or drive you've got to know how to use them all simultaneously sometimes. So that's the challenge and it's a difficulty of being able to adjust to that, so I think the Department's responsibility will be able to try to walk folks through this and I know it's going to be difficult. It's just the idea of trifocals to me just -- you know -- just scary, but
-- actually, wearing them and walking and being able to maneuver students to achieve success is going to be a challenge. So that's your challenge.

MS. ALLEN: I agree.
CHAIRPERSON NEWTON: Dr. Barth.
DR. BARTH: So kind of looking ahead to next year, are we going to go through these same steps again next year with setting cut scores and making this decision as well?

MS. ALLEN: Yes. For the ACT Aspire, the State Board will have to approve the level at which we remediate. We do intend to, with your approval, use the standards that are already set by ACT and the reason would be that we don't have this delay in scores like we have this year if we use the standards that are already set. But we will have to go through a similar process next year to look at the ACT Aspire cut scores and then make a determination about where remediation will lie there.

CHAIRPERSON NEWTON: Okay. All questions answered?

MS. ZOOK: I would like to commend Ms. Allen and the whole Learning Services group for all the hard work that they have put in, and other departments that cooperate so well, always keeping the students
in mind.
CHAIRPERSON NEWTON: Then item A-8, what's the pleasure of the Board?

DR. BARTH: I'll move approval of the recommendation of the Department.

MS. ZOOK: Second.
CHAIRPERSON NEWTON: Moved by Dr. Barth and seconded by Ms. Zook. All in favor?
(UNANIMOUS CHORUS OF AYES)
CHAIRPERSON NEWTON: Any opposed? Thank you.
COMMISSIONER KEY: Madam Chair, if I may, for any press that are here that want to do a deeper dive into these results, some of our team are going to be excusing themselves and going to 201-A. And Hope will be there and I'm not sure who else is going, but 201-A. And they will be there to -- it won't be a press conference; more like a press briefing. And there will be more discussion and they'll feel free to answer whatever questions you may have. But -- so when you see some of our team getting up and heading that way, that's what's going on.

CHAIRPERSON NEWTON: Okay.
A-9: CONSIDERATION OF WAIVER REQUEST FOR TEACHING LICENSE MELANIE J. WILLIAMS

CHAIRPERSON NEWTON: We're down to A-9, which is

Consideration of a Waiver Request for Teaching License for Ms. Melanie Williams. Ms. Liwo. MS. LIWO: Jennifer Liwo, PLSB Staff Attorney. Just briefly on the hearing procedures, each side has 5 minutes to present an opening statement. After that, there will be -- each side has 20 minutes to present their case; additional time may be granted for good cause shown. Any witness giving oral testimony must be sworn under oath. And with Ms. Williams, she is represented by an attorney by the name of Steve Smith. He contacted me on November 9th and thinking that the waiver hearing was scheduled for the 10 th asked for it to be reset because he wasn't feeling well. I reached out to him and told him that the waiver hearing is actually scheduled for the 12 th and whether that -- and asked whether that would change his request. I didn't get a response. I did try to call him; I left a voice-mail for him and I didn't get a response back. We're not agreeing to reset this matter; we would proceed. And since Ms. Williams and her attorney is not present, under the ADE rules -- and I'll just read that to you -ADE rules governing background checks, 3.02.3.1, if the person requesting a hearing fails to appear at the hearing, the hearing shall proceed in the manner
described in Section 3.02.1.1 above. And the cited section states that the failure to appear is treated as the educator declining to answer the notice, in which case the State Board shall hold a hearing to establish by a preponderance of the evidence that cause for the proposed action exists.

CHAIRPERSON NEWTON: Okay. Based on what Ms. Liwo has said, what's the pleasure of the Board? Do we move forward with this request based on the explanation or do we reschedule?

MS. ZOOK: I move that we proceed.
CHAIRPERSON NEWTON: Okay. I don't guess we need a motion. Does anybody have a conflicting view? (BRIEF MOMENT OF SILENCE)

CHAIRPERSON NEWTON: Okay. So, go ahead.
MS. LIWO: Ms. Williams has a DHS true finding for inadequate supervision. The hotline call was made on September -- in September of 2014. Ms. Williams -- the underlying facts are that Ms. Williams left a four-year old student in the hallway unsupervised. The student was unharmed, despite her actions; however, Ms. Williams does have a prior history of leaving at least three other children unsupervised. After DHS received the hotline call, Ms. Williams was given a plan and training to help
her better supervise her students. Yet, after -even after receiving training she again left another student inadequately supervised. Given the nature of her conduct, the fact that she received training and still her conduct didn't better improve, the Department is recommending that the State Board suspend her license for three years and also that within those three years Ms. Williams successfully have her name removed from the Child Maltreatment Registry.

CHAIRPERSON NEWTON: Okay. Any questions about the recommendations from the Department? So what's the pleasure of the Board?

MS. ZOOK: Is there some reason that you recommended the three years as opposed to four or two?

MS. LIWO: Really, that's because it wasn't just one incident. She has a prior history of leaving three other children inadequately supervised and then she got training and left yet -- I guess this would be the fifth child unsupervised. We think that three years would be sufficient time for her to demonstrate a change in her behavior.

MS. ZOOK: Of course, it's like people on Maltreatment for other offenses, if they're not in
the circumstance it's hard to know if they've been fixed or if they just aren't being put in the situation where it occurs. Do we know the age of the children and whether or not this was a policy of that particular building principal if a student was misbehaving to go to the hall?

MS. LIWO: The student that was at issue with the September 2014 hotline call was four years old. The information that $I$ have isn't clear on the ages of the other children.

CHAIRPERSON NEWTON: Okay. With that clarification is there a motion? MS. REITH: If I may, just one question. CHAIRPERSON NEWTON: Ms. Reith. MS. REITH: Ms. Liwo, was Ms. Williams made aware in your notification about this hearing about the possibility of a three-year suspension?

MS. LIWO: Yes.
MS. REITH: Okay. Thank you.
CHAIRPERSON NEWTON: Motion?
MS. REITH: I move to approve the recommendation of the PLSB.

CHAIRPERSON NEWTON: Moved by Ms. Reith. Is there a second?

MR. WILLIAMSON: Second.

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

A-10: CONSIDERATION OF WAIVER REQUEST FOR TEACHING LICENSE DANNA M. STROZYK

CHAIRPERSON NEWTON: Okay. We're down to action item A-10, Consideration of Waiver Request for Teaching License, Danna M. Strozyk.

MS. LIWO: And Ms. Strozyk requested a waiver hearing on September 9th. On October 21st she informed me that she was declining the waiver hearing, so this would fall under the same procedures or rules that I previously stated. Ms. Strozyk does have a disqualifying offense; however, because she has declined the waiver hearing her case is a little different. I cannot disclose the nature of the disqualifying offense.

CHAIRPERSON NEWTON: And your recommendation in this case is?

MS. LIWO: That the State Board not grant her a waiver.

CHAIRPERSON NEWTON: Okay. Question by Miss -or motion?

MS. SAVIERS: No, I have a motion. I move to approve the recommendation.

CHAIRPERSON NEWTON: Okay. Moved to approve the recommendation by Ms. Saviers. Is there a second? MS. REITH: Second.

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

A-11: CONSIDERATION OF WAIVER REQUEST FOR TEACHING LICENSE SHARON DAVIS-WILLIAMS

CHAIRPERSON NEWTON: Now to A-11, Consideration of Waiver Request for Teaching License - Sharon Davis-Williams. Ms. Reinhart. Oh, Ms. Liwo.

MS. LIWO: Ms. Davis-Williams is represented by her attorney, Valerie Bailey.

CHAIRPERSON NEWTON: Okay.
MS. LIWO: Ms. Williams has a disqualifying offense making her ineligible for licensure and employment in an Arkansas public school. Given the nature of the offense and the pending resolution of an appeal that she has filed, the Department is recommending that the State Board suspend her license for three -- until her appeal is -- a final
resolution of her appeal has been reached.
CHAIRPERSON NEWTON: Okay. Say that again, please.

MS. LIWO: The Department is recommending that the State Board suspend her license pending a final resolution of her appeal. And I'll yield to Ms. Bailey.

CHAIRPERSON NEWTON: Help me understand again where -- presently, what's the status of her license?

MS. LIWO: Right now, she does have a license. I believe it expires in December of 2019.

CHAIRPERSON NEWTON: Okay.
DR. BARTH: Ms. Newton?
CHAIRPERSON NEWTON: Yes.
DR. BARTH: Can I ask a question?
CHAIRPERSON NEWTON: Yes.
DR. BARTH: And maybe it needs to wait. But Miss -- could you clarify why this recommendation was made rather than some kind of situation where it would -- we would wait until the end of the appeal process?

MS. LIWO: I'm not sure I follow your question. Are you asking why I'm recommending a suspension pending a final resolution of her appeal?

CHAIRPERSON NEWTON: Prior to. So my question
is your question.
DR. BARTH: Right. So the appeal is ongoing. Right?

MS. LIWO: That's correct.
DR. BARTH: And so my question was, I just was curious why y'all chose this recommendation rather than waiting until the appeal process has played out and then coming back, coming with a recommendation.

MS. LIWO: Because Ms. Davis-Williams does have a jury -- she was convicted of a disqualifying offense by a jury. So our position is there's a conviction that disqualifies her from licensure and employment irrespective of whether she has an appeal still outstanding. And, again, the offense we believe just -- it warrants suspending her license right now and then we can come back and revisit it at a later time depending on how that appeal turns out for her.

DR. BARTH: So how -- if she were successful in her appeal, what would then happen?

MS. LIWO: If she were successful in her appeal, that would probably result in a dismissal of the charge and then she would not have a disqualifying offense and this matter would be resolved. She would not need a waiver.

DR. BARTH: So she would not come back?
MS. LIWO: That's correct.
CHAIRPERSON NEWTON: Okay. In the matter of Sharon Davis-Williams, all that are anticipating testifying, other than the attorney, would you please stand and raise your right hands?
(COURT REPORTER'S NOTE: Several people stood to be sworn in.)

CHAIRPERSON NEWTON: Do you swear or affirm that the testimony you're about to give --
(COURT REPORTER'S NOTE: An additional person stood up at this time.)

CHAIRPERSON NEWTON: Yes, sir. Do you 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. Thank you. Then, Ms. Bailey; I understand Ms. Valerie Bailey is here to represent Ms. Davis-Williams.

MS. BAILEY: Good afternoon, Board. Valerie Bailey. You've seen me before.

CHAIRPERSON NEWTON: You understand the hearing procedure, the 5 minutes for introduction and 20 minutes --

MS. BAILEY: Yes, ma'am.

CHAIRPERSON NEWTON: -- for the body? Okay. Thank you.

MS. BAILEY: Let me start by saying that this board lacks statutory authority to take any action against Ms. Williams' license because the conviction in Georgia is now on the list. I can only assume that the PLSB has gone with subsection (c) (26) which lists criminal attempt, criminal solicitation, criminal conspiracy to commit any of the offenses listed in this subsection. So it's not a plain -not just general criminal conspiracy; it has to be conspiracy to commit any of these listed offenses, and there are not. So I would just ask the Board to consider that as the primary matter because our position is the Board has no jurisdiction to make -take any action against Ms. Williams' license.

CHAIRPERSON NEWTON: Okay. I personally would like to have Ms. Liwo address that matter of jurisdiction or lack of jurisdiction before we proceed.

MS. LIWO: I disagree with that, obviously. She -- Ms. Davis-Williams was convicted of violating the Georgia RICO Act but is -- she -- there is a conspiracy behind that and if -- I'll just -- excuse me. Conduct constituting a conspiracy or an attempt
is a disqualifying offense.
MS. BAILEY: (Shaking head from side to side.)
MS. LIWO: It is. It is in Arkansas Code Annotated 6-17-410 et seq. And then the additional grounds for revocation or suspension of a teaching license also include intentionally compromising the validity or security of any student test or testing program administered by or required by the State Board or the Department of Education. I think that would apply too to Georgia, because that is the underlying nature of this offense. Okay. And then there is -- I think her conduct could arguably also fall under knowingly falsifying or directing another to falsify any grades of a student, whether the grade was given for an individual assignment or examination or at the conclusion of a regular grading period.

And I think the State Board obviously needs a little bit of background information on the charges that were alleged against Ms. Davis-Williams. And in the indictment she was alleged to have concealed the fact that elementary students told their 2009 CRCT test monitor that their teacher gave them correct answers to the test. She also caused a test monitor to omit his written observation that he saw a teacher pointing out correct answers to elementary students
during 2009 -- during the 2009 CRCT test. I think a conspiracy to or an attempt to do any one of those things definitely is a disqualifying offense under our statutes.

CHAIRPERSON NEWTON: Okay. So we do understand the nature of your proceeding with it, based on your explanation.

MS. BAILEY: May I respond, please?
CHAIRPERSON NEWTON: Certainly.
MS. BAILEY: Ms. Williams was acquitted by a jury on the three individual crimes that she was indicted for. Ms. Liwo read to you from the indictment but she was acquitted on those counts, on those three individual counts. And --

CHAIRPERSON NEWTON: What is pending now, then?
MS. BAILEY: Well, just one count of conspiracy and it is not conspiracy to -- it was not conspiracy to commit any of the crimes listed in Section "C" which is how Ms. Williams was notified. So her due process is you all can take her license under "C," Section "C" of 410, if the offense is listed. And the only one that is close is the conspiracy, but it has to be conspiracy to commit something on that list (murder, rape, assault). We don't have anything like that.

Something else that's very important for you to know is that Ms. Williams was convicted by a jury, but because of Georgia's first offender law the judge never entered his order, and Section "C" of the statute that we're applying right now requires that the court enter an order. So not only has she asked for a new trial, she maintains her innocence and there will be an appeal. She has not been finally adjudicated, number one. So those are two reasons that you all don't have jurisdiction to take action against Ms. Williams' license.

CHAIRPERSON NEWTON: Okay. Ms. Reinhart -MS. BAILEY: But I would ask again for a vote on the jurisdiction because going further without jurisdiction --

CHAIRPERSON NEWTON: Ms. Zook, just a minute.
MS. BAILEY: -- is not --
MS. ZOOK: Okay. In the paper that --
CHAIRPERSON NEWTON: Excuse me for a minute. Could we ask Ms. Reinhart to give us some explanation about this before we --

MS. REINHART: Okay. Do you have a specific question?

CHAIRPERSON NEWTON: Well, whether or not the issue she's raised about whether or not we -- first
of all, whether it's not something that we can consider based on jurisdiction and --

MS. REINHART: We do believe that she has -that you have jurisdiction because we have a jury conviction on the matter. And although the sentencing has been -- and the adjudication by the judge has been deferred, my understanding, there's a seven-year probation with a three-year confinement which is what is being appealed, and that's deferred adjudication on that. But it was our understanding we have a jury conviction and it's a very serious nature and --

CHAIRPERSON NEWTON: Okay. MS. REINHART: So that was our position on that. CHAIRPERSON NEWTON: Okay. Ms. Zook has a question.

MS. REINHART: Okay.
MS. zook: Okay. So it's my understanding from the work that we've read that was sent to us that she was found guilty of racketeering. Right?

MS. REINHART: She was. There's a jury conviction for that.

MS. ZOOK: Okay. And is that what her attorney is saying is being appealed?

MS. REINHART: Her attorney is saying that the
judge is -- has put that into a sentencing status of deferred adjudication.

MS. ZOOK: Okay. Can you say that to an educator and not an attorney?

MS. REINHART: The -- all right. The sentencing process has been put off, basically.

CHAIRPERSON NEWTON: So they're suspending imposition.

MS. REINHART: And -- yes.
CHAIRPERSON NEWTON: Is that what it is?
MS. REINHART: Yes. And so there's a process now where she can appeal all of that. And we typically do not always wait for criminal appeals to run their course. The reason for that is it can take two years, five years; it can take a long time. So once there's been that conviction then we do go ahead and move forward.

CHAIRPERSON NEWTON: Dr. Barth has a question.
DR. BARTH: So on the issue of -- two things. First off, she was found innocent of the underlying offenses -- right -- that most closely attached to the ethics violations in Arkansas. Is that right?

MS. REINHART: I'm going to let Ms. Liwo answer that question because she has more detailed -DR. BARTH: Okay.

MS. REINHART: -- knowledge of the specific offenses.

DR. BARTH: Okay. And then my second question was in terms of Ms. Bailey's claim that the conspiracy does need to attach to one of those proceeding offenses. Could you kind of state your view on that, your analysis of that?

MS. REINHART: Again, I think Ms. Liwo --
DR. BARTH: Okay.
MS. REINHART: -- can give you more specific information, but we do have -- the conspiracy to commit those offenses would be also one of our disqualifying offenses.

DR. BARTH: Okay.
MS. REINHART: I'm going to let you go ahead, if you don't mind me letting you talk to them.

MS. LIWO: You're fine. I re-read the statute and Ms. Bailey is correct; the conduct constituting intent or conspiracy does need to attach to one of the other listed offenses. But even with that there are additional grounds for revocation or suspension and those don't need to attach to any of the other criminal offenses that are listed in the statute. And, again, I would fall back on knowingly falsifying or directing another to falsify any grade given to a
student, whether the grade was given for an individual assignment or examination or at the conclusion of a regular grading period. I think Ms. Davis-Williams' conduct here, the underlying facts here meet that additional grounds for revocation or suspension. Ms. Bailey also said that what I -- the indictment language that $I$ cited to you didn't apply here. But that was language that I read specifically from the indictment that concerned the allegation that she violated the RICO, the Georgia RICO Act. So if she was found guilty of the Georgia RICO Act and those were the allegations contained therein, it applies.

CHAIRPERSON NEWTON: But the matter of the appeal is what seems to be hanging. I know you want to speak, Ms. Bailey, but just a moment. So the matter of the appeal, so there's not a final disposition. Even with the delayed imposition of sentence, the appeal is after that. Is that correct? And then so we're presently looking at her in the appeal process for the sentence. It doesn't attach; the conspiracy doesn't attach to anything that we can name and the appeal is on the initial conviction?

MS. LIWO: That's correct. But we have a jury verdict and that is a conviction.

CHAIRPERSON NEWTON: Is that what's being appealed, the jury verdict?

MS. LIWO: The jury verdict is being appealed. But you cannot appeal something that doesn't exist. There is a jury --

CHAIRPERSON NEWTON: Well, you can appeal if you've been -- if you feel you've been unfairly treated. And I'm not trying to argue her case for her, but it is -- you know -- appeal has its place in the procedure when you feel like something has been -- you know -- you've been wronged for something that's not -- that you're not guilty of. So that's what I'm trying to find -- it could very well be that this board could take your recommendation and a license be suspended or she not be given a waiver and she could be found to be innocent.

MS. LIWO: That's true.
CHAIRPERSON NEWTON: Okay. That was my -that's what I'm trying to come to, some kind of resolution in my thinking about where we are in the matter. Ms. Reinhart I think --

MS. LIWO: I mean, on the other end, she could go through this appeal and it not work out in her favor, in which case she needs to serve three years of confinement and then follow that with seven years
of probation, 2,000 hours of community service, pay a $\$ 10,000$ fine.

CHAIRPERSON NEWTON: Well, she could not lose the appeal and miss two or three years of employment.

MS. LIWO: That is true. But --
CHAIRPERSON NEWTON: Ms. Reinhart.
MS. LIWO: -- I think even --
CHAIRPERSON NEWTON: Okay.
MS. LIWO: -- the nature of her offense and what she did fear with manipulating information about test scores and --

CHAIRPERSON NEWTON: But it seems only an offense if you're found guilty and she's still in the process. And I'm not -- like -- again, it seems like the process is ongoing. You know, as heinous as it is and as against everything that we stand for it is, we haven't seemed to have reached that final disposition. That's -- if I were casting a vote to break a tie, I think you know where I'm going with this, but I just -- I'm wondering if we're not getting the cart before the horse. There will be a process that will end at some point and we don't know what that is. And are we reacting as a board and being -- and putting her or us -- are you guys putting us or her at an unfair advantage by deciding
this now as opposed to when the process goes through the system?

MS. LIWO: I really don't -- respectfully, I really don't see it as either one of those. From my perspective I'm looking more at erring on the side of caution. Given again what she did -- and I understand that there may be a decision, an outcome that finds that she didn't do any of this. But given what she did I would err on the side of caution of removing the possibility that she could come over to Arkansas and do the same thing here in one form or fashion.

CHAIRPERSON NEWTON: Ms. Reinhart and then Ms. Bailey.

MS. REINHART: The only thing I would add to that is that the law does not state that the conviction pending appeal -- you know -- I mean, the law does not provide for us to wait until someone appeals a criminal offense. Secondly, I would also just remind you that the law does provide that we see offenses and they count if they've been expunged, sealed or pardoned by the Governor. So, you know, I don't think that this is premature in this case.

CHAIRPERSON NEWTON: And I'm not -- I'm certainly not a lawyer and trying to channel Sam

Ledbetter, our past chairman, because I think he could certainly be more eloquent in this. But while it doesn't necessarily acknowledge an appeal -certainly, when an appeal is made or when this appeal is processed, the consideration, it's just, like I say --

MS. REINHART: Well, that's something that you are completely free to take into consideration as you consider this case.

CHAIRPERSON NEWTON: Okay. Ms. Bailey.
MS. ZOOK: Madam Chair, may I intervene on that?
When we hear cases for child maltreatment that has not always been played out completely either where they try and get their name off the maltreatment list. We often put on probation or suspend a teacher or a license from being in the classroom and give them an opportunity to get their name removed from maltreatment or go through that process. But in the process of that we often suspend or put teachers on probation, even though that process has not played itself out either.

CHAIRPERSON NEWTON: I'm not sure I understand that's the same issue but --

MS. ZOOK: Well, no. I'm not saying it's the same. I'm just giving it as an example of other
people who are in the process of playing -- or working through the system.

CHAIRPERSON NEWTON: Okay. Ms. Bailey.
MS. BAILEY: Still there's no listed offense, conspiracy to commit one of the listed offenses. The language that Ms. Liwo read to you was from Section "D." It's not a listed offense, the language about the testing. Let me tell you something -- some things about Ms. Williams. And she was totally acquitted of all three charges which require intentional conduct. She had no custody of any test materials; she had no contact with students; she was not involved in the bonus structure, which is why this whole case got started. And so she was charged with three individual acts which were intentional; she was acquitted of all those three. The fourth, the conspiracy, relied on the first three and those were dropped. So to characterize Ms. Williams' behavior as some intentional pressure, that is totally inaccurate. That is not a conviction that you all can look at because she was acquitted by the jury. So I would reiterate you don't have jurisdiction; you have no reason to take any license [sic] against Ms. Williams -- any action against her license. And at the very least it should be a
probation, if you all decide to go forward, because she at least deserves the right to work. She's not teaching. She is not a teacher; she's an administrator and so if she is able to get a consulting job which requires a license that would be great. Right now, she's volunteering. But the serious conduct that Ms. Liwo refers to she was acquitted on. So I absolutely insist the State tell me the listed offense, number one; and number two, focus on the conduct which -- you have to find intentional conduct to take action against her license and she was acquitted on all those charges. So I would ask you to dismiss.

MR. WILLIAMSON: Could I ask a question?
CHAIRPERSON NEWTON: Okay. Mr. Williamson has a question.

MR. WILLIAMSON: I heard you say several times that we don't have the jurisdiction to rule on this but then you said that we could --

MS. BAILEY: Well --
MR. WILLIAMSON: -- put her license on probationary status. MS. BAILEY: Uh-huh.

MR. WILLIAMSON: So how do you figure -MS. BAILEY: If you --

MR. WILLIAMSON: -- we can't do one but we can do the other?

MS. BAILEY: If you decide that you do have jurisdiction and go forward, then we would ask for at least a probation.

MR. WILLIAMSON: Oh, okay.
MS. BAILEY: But I certainly don't think you do. It has to be a listed offense and you don't have a listed offense. It's really that simple. Conspiracy to commit a listed offense, you don't have that.

CHAIRPERSON NEWTON: Dr. Barth.
DR. BARTH: So, Ms. Bailey, if her appeal is unsuccessful, at that point would you still contend that we would not have grounds to --

MS. BAILEY: Yes. Because these offenses are all -- they start with the most violent and they all have to do with intentional conduct affecting persons typically and there was none of that here. And if someone can tell me the conspiracy to commit what, then I would be satisfied with your jurisdiction. But --

CHAIRPERSON NEWTON: Okay. Thank you.
MS. ZOOK: And so there is nothing that says she couldn't leave the state of Georgia, even though she's been found guilty of racketeering at this
point?
MS. BAILEY: She has to report in but she can leave the state. But she lives in Atlanta and that's her home, so she has no plans to move to Arkansas. She also has a Georgia license. Today --

CHAIRPERSON NEWTON: Mr. Williamson has a pertinent question.

MR. WILLIAMSON: She has no intent in moving to Arkansas?

MS. BAILEY: That's right.
MR. WILLIAMSON: Why are we here?
MS. BAILEY: She has an Arkansas license and the PLSB --

MR. WILLIAMSON: But what would you care -- I mean, I don't understand. I mean, if Georgia has their own set of laws that they can license anyone they want to in their state --

MS. BAILEY: Well, that's a great point. I would encourage you to let Georgia take care of this and take no action against her Arkansas license.

MS. REITH: If I might add a follow-up question to that, does she have her license in Georgia because of reciprocity?

MS. BAILEY: No.
CHAIRPERSON NEWTON: So she's currently licensed
in Georgia?
MS. BAILEY: Yes, ma'am.
CHAIRPERSON NEWTON: Ms. Saviers.
MS. SAVIERS: Can we have Ms. Reinhart and Ms.
Liwo kind of rebut or add to or --
MS. BAILEY: We have to know the listed offense and see. It has to be in Section "C."

MS. LIWO: I think I've already addressed the listed -- I mean, Ms. Bailey -- and the conduct constituting attempt or a conspiracy, kind of how that needs to have an additional -- one of those listed offenses. That's what it says in the statute; she's correct on that.

CHAIRPERSON NEWTON: But you are relying on that for our decision today, right, potentially?

MS. LIWO: That was part of what we were relying on. But there is, again, the additional grounds and the additional grounds don't need to -- they don't -you don't have to have the conduct and the additional ground. You can consider the additional grounds separately from the conduct constituting attempt or a conspiracy.

MS. ZOOK: So how did this come up to begin with? If she lives in Atlanta and her license doesn't end until 2019, how did it pop up on the
screen?
MS. REINHART: We frequently receive information from various sources that an educator has an offense. We get those from various sources. So it may not necessary arise from them seeking a license at that time. So -- and when we get that information we do follow it and investigate it. And I think -- was it March of this year?

MS. LIWO: April.
MS. REINHART: -- April of this year when the conviction occurred.

MS. ZOOK: Okay. May I ask Ms. Davis-Williams a question? Do you know me?

MS. DAVIS-WILLIAMS: I don't think so.
MS. ZOOK: Well, the reason I'm asking is you listed from ' 79 to ' 87 that you were a North Little Rock speech pathologist involved with diagnosis and IEP. And I hired all the staff during those years and I just --

MS. DAVIS-WILLIAMS: What is your name?
MS. ZOOK: Diane Zook.
MS. DAVIS-WILLIAMS: Yes, I do know you, Diane Zook.

MS. ZOOK: Well, I'm sorry.
MS. DAVIS-WILLIAMS: I took --

MS. ZOOK: You've aged better than I have, so -MS. DAVIS-WILLIAMS: Absolutely, I do know you. MS. ZOOK: Okay. Because I looked and racked my memory and everything. And I'm sure you were good at what you did or I wouldn't have hired you, but I'm sorry that I didn't recall that.

CHAIRPERSON NEWTON: Okay. Any further -- oh, Ms. Bailey.

MS. BAILEY: I wanted to address what Ms. Lio -Liwo -- I'm so sorry I continue to get your name wrong -- said about additional causes. My client was not notified about any additional causes or reasons to act against her license. She was notified specifically about $410(c)$, specifically because of a RICO conviction in Georgia. And so if the State contends that there are other statutory grounds, we have not been notified of that and it certainly would not be proper to continue this proceeding on any other grounds aside from the conspiracy, although that one doesn't work either.

CHAIRPERSON NEWTON: Okay. Anything further?
MS. DEAN: I'm unclear.
CHAIRPERSON NEWTON: Ms. Dean. Who are you unclear -- who do you want to speak to?

MS. DEAN: Ms. --

CHAIRPERSON NEWTON: Bailey?
MS. DEAN: -- Bailey. Okay. I thought I read that her Georgia license had been revoked.

MS. BAILEY: No.
MS. DEAN: So it has not been revoked?
MS. BAILEY: That's right. They are meeting today. She had to tell that board -- they are doing a preliminary meeting today to recommend files similar to what the PLSB does but -- and they are meeting today but it has not been revoked. They have taken no action on it and they are not taking action on it today; it's just a planning meeting.

MS. DEAN: Okay.
MS. LIWO: If I may just respond to Ms. Bailey saying that we didn't give her notice of the additional grounds, the letter that we sent to Ms. Davis-Williams' attorney and to her simply states that we were looking at the Georgia RICO Act violation. We didn't mention in that letter necessarily the grounds constituting attempt or conspiracy, yet Ms. Bailey brought that up on her own. We mentioned the violation that under our laws we believed were disqualifying in some way, whether that's under the conduct constituting conspiracy or attempt or whether that's under the additional
grounds that I mentioned.
CHAIRPERSON NEWTON: Any further questions?
Okay. Are we then -- any summary? I think Ms. Perkins -- I mean, Ms. Bailey, that you've done -you've given us your take. Then, any further questions from the Board? We're ready for a motion. DR. BARTH: My gut is that this is -- this feels premature.

CHAIRPERSON NEWTON: Is this your motion? Is this your motion or your gut?

DR. BARTH: Well --
CHAIRPERSON NEWTON: I don't think it can be both.

DR. BARTH: Well, my gut is this feels premature until the appeals process is over. And so I guess procedurally could this be tabled until the conclusion of the appeals process?

CHAIRPERSON NEWTON: Ms. Reinhart, can we table this? This is Dr. Barth's question.

MS. REINHART: Well, the hearing is something that was requested by the educator and so for you to table it -- you can postpone your decision. I guess that's in the nature of tabling. I'm not as --

CHAIRPERSON NEWTON: Well, we can ask Ms. DavisWilliams.

COMMISSIONER KEY: I think Kendra --
CHAIRPERSON NEWTON: Kendra. Ms. Clay. COMMISSIONER KEY: -- from a Board's procedural CHAIRPERSON NEWTON: Do you want to talk to us from a procedural standpoint? But before -- even before that, is that something that you would consider, Ms. Davis-Williams, delaying the decision based on -- if that's possible. Ms. Clay is going to talk to us about the board procedure. But is that something you'd like to have considered?

MS. DAVIS-WILLIAMS: And let me see if I understand. You're saying delay until we get the results of the appeal?

DR. BARTH: Yes. And I would also -- at that stage -- I mean, we still have some substantive issues here in terms of whether this would be a disqualifying offense or not. And so my motion would be to delay without prejudice on the underlying substantive matters related to whether this is truly a disqualifying offense in Arkansas, because I think we still have to get our heads around that issue. But I've got a more fundamental concern; it just feels a little too early for us to proceed from my perspective. Others may disagree with that.

CHAIRPERSON NEWTON: Ms. Clay.
MS. CLAY: Procedurally, there's not a problem with you tabling it. What would happen is at the board meeting where you are going to continue to hear the matter you would pick up -- you would have a motion to un-table and pick up the matter right at the place that you are today. So there would be room for additional discussion; you could even allow Ms. Bailey and her client to present additional information, if necessary. So from a procedural standpoint there's not a problem with you tabling the matter today and hearing it at a later time.

MS. REINHART: May I ask a question?
CHAIRPERSON NEWTON: Yes.
MS. REINHART: If you're tabling it until the appeal is concluded, I mean, that may be a couple of years from now. So I guess I'm not clear on -- is that what you want to do?

CHAIRPERSON NEWTON: Well, I guess you would -the question would be what's premature. That could be a two-month premature or a two-year premature. I think Dr. Barth's decision is premature to the decision, the appeal, and hopefully it wouldn't take that long, but it's -- is that a fair -DR. BARTH: Yeah. I just feel -- if she is
ultimately successful in this appeal, I think by acting at this stage in a way that would take away her license does feel like we have the potential to do harm. So that's my -- that's why I'm trying to slow down the train a little bit on this end. MS. REINHART: So by analogy, if we had a different criminal offense that has proceeded and there's a conviction then we are -- you're wanting us to wait until --

DR. BARTH: No.
MS. REINHART: -- they appeal their criminal offense?

DR. BARTH: No. I do think that there are certain offenses that would put the health of children at immediate risk that are different than this. While certainly it's a concerning charge, I do feel it's a different kind of charge.

MS. REINHART: Well, just on behalf of the PLSB then I would like to request that if you -- I would prefer that you not table it but that you at least place the license on probation. Because I think that that appeal could certainly go on for a while. MS. ZOOK: Yeah. I think it would be more appropriate to -- since she obviously says she doesn't want to work here anyway, is to put her on
probation, her license, pending the appeal, and then she can come back at that point. And if she's guilty then obviously she won't get a license, and if she isn't then she'll no longer be on probation and she can get her license. But in the meantime we are erring on the side of caution with someone who might have contact with Arkansas children.

CHAIRPERSON NEWTON: Okay. So, Dr. Barth, did that interrupt what was -- your line of thinking or congruent with what you were saying or --

DR. BARTH: I guess I think there are probably different paths, different ways of getting there. I just didn't want -- I don't feel comfortable proceeding with a final vote on this until -- on this suspension until there's more clarity about the outcome of the legal proceedings. But, again, I may be just speaking for myself. I'm not hearing anything from my other colleagues, so I don't know where folks are on this.

CHAIRPERSON NEWTON: Ms. Saviers.
MS. SAVIERS: I always just look at these things -- I close my eyes and I see my kids sitting in a classroom and that's kind of how I make my decisions on these things. And so $I$ would be in favor of approval of the recommendation of our staff.

CHAIRPERSON NEWTON: Okay.
MR. WILLIAMSON: I'll second that.
CHAIRPERSON NEWTON: Oh, so that's your motion? MS. SAVIERS: That is my motion.

CHAIRPERSON NEWTON: That is your motion. Ms. Saviers' motion is a recommendation that a waiver not be given in the case of Ms. Sharon Davis-Williams. Is there a -- second by Mr. Williamson. All in favor?
(MAJORITY CHORUS OF AYES)
CHAIRPERSON NEWTON: Any opposed?
DR. BARTH: No.
CHAIRPERSON NEWTON: No? Dr. Barth. Then that is resolved.

MS. REINHART: Can you clarify that?
CHAIRPERSON NEWTON: What was your
recommendation?
MS. LIWO: Our recommendation was just that her license be suspended pending the outcome of her appeal.

CHAIRPERSON NEWTON: Okay. Then that's the motion.

MS. ZOOK: That's what the motion was.
MS. SAVIERS: Right.
CHAIRPERSON NEWTON: I'm sorry. I'm sorry if
you misunderstood or if I misrepresented what the motion was.

A-12: CONSIDERATION OF WAIVER REQUEST FOR TEACHING LICENSE KERRI WILLIAMS

CHAIRPERSON NEWTON: Okay. We'll move on now to A-11, Ms. Reinhart, Consideration of Waiver Request -- oh, I'm sorry; no, we just did that -- 12, Consideration of Waiver Request for Teaching License, Kerry Williams.

MS. REINHART: Yes. Thank you. And this is in a similar vein, procedurally speaking. We can each have 5 minutes for opening and then the 20 minutes for discussion. I would just quickly note that Ms. Williams -- we have three Williams on the agenda today -- that Ms. Williams had her Georgia license revoked and that Georgia has -- she has a three-year period within which to wait before she can have that license reinstated, and they just ruled not to waive that. So our recommendation to you today is that her license be placed on probation until that three-year -- until she is able to get her Georgia license reinstated.

CHAIRPERSON NEWTON: Okay. Ms. Williams, do you intend to testify?

MS. WILLIAMS: Yes.

CHAIRPERSON NEWTON: Would you raise your right hand, please? Anyone else that intends to testify in this case please stand and 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: Okay. So, Ms. Reinhart, if you're ready.

MS. REINHART: Yes. The situation that led to her -- the revocation of her Georgia license was that she had an arrest for felony theft and that under Georgia law, which Arkansas does not have this law -but under Georgia law they're required to self-report to their professional licensure commission. And she did not do that and that's the reason -- it's because she did not self-report that they revoked her license. Arkansas does not have that same law. Her offense was dismissed; therefore, her background check in Arkansas has cleared and so we would not have revoked her license but for the Georgia revocation. So therefore that's why we are recommending her probation until she's able to get her license reinstated --

CHAIRPERSON NEWTON: Okay. MS. REINHART: -- in Georgia.

CHAIRPERSON NEWTON: Ms. Williams, do you want to come forward? You have five minutes for opening and then 20 minutes for anyone that you brought to testify today.

MS. WILLIAMS: Okay. Thank you for allowing me to speak. I have been working with Ms. Reinhart from the time that I came back to Georgia -- to Arkansas from Georgia, in 2012. I left Georgia in 2012. I continued to work there from 2004 until 2012. The incident occurred in 2008. I received a discharge from the court under the First Offenders Act in Georgia, which dismissed the charges. And I didn't self-report because of the advice of my attorney that I wouldn't have to worry about it because it would never go on my record and, you know, I didn't have to report it. So that was the reason why I didn't selfreport and I continued to work there for the next four years. And it wasn't until 2012, after I moved back to Arkansas, I received a letter from an investigator from Georgia who said that they had gotten an anonymous complaint regarding I didn't report that an arrest had occurred. I gave him all my documentation from the court. He said that he would get back in contact with me. During that time

I applied for my renewal, Georgia renewal license. They granted me my license during that time, until 2018. I was offered a job here and started working here for ADE as a School Improvement Specialist and I got my license here in January of '14 from Arkansas, and I did that by reciprocity. And then I was notified by Ms. Reinhart that because Georgia revoked my license -- and I had no idea they had revoked it because they had just renewed it. And so when I found out from them -- they had sent me a letter to appear and because I moved from Arkadelphia to Little Rock I didn't get the letter. So therefore, because I did not answer the letter within 30 days then they proceeded and revoked the license. So I've done the appeal and they denied the appeal to remove the waiting period of three years but I plan to appeal the reason why it was revoked, because there is no criminal conviction.

CHAIRPERSON NEWTON: Okay. Do you have someone here with you?

MS. WILLIAMS: Yes.
SUPT. HATHORN: Good evening. I'm Dr. Connie Hathorn. Thank you so much for giving me this opportunity to speak. I'm the superintendent of Watson Chapel Schools. It's my first year there.

Matter of fact, I interviewed Ms. Williams. She applied for the Assistant Superintendent's position and I felt like I needed her in another position, so I stole her from ADE. And I was ahead of the game because the high school went into academic distress; we needed a School Improvement Specialist. So I had the vision that I needed one before you told me I needed one and this is the young lady I picked. And as a character witness, one of the best hires I've made since I've been at Watson Chapel since July and I really want to keep her. She's a great person and she does great things for our school. Thank you so much.

CHAIRPERSON NEWTON: Okay. Thank you, Mr. Hathorn. Is there someone else? Would you come forward and identify yourself and give us your title, please?

MS. SHEPPARD: I'm Julie Sheppard; I'm assistant superintendent at Watson Chapel. I was hired a couple of weeks after Kerri was hired, and then we got into Watson Chapel and we're doing a lot of improvements, I believe, in the school. And I work daily with her side-by-side and I will tell you that she is wonderful at what she does and she is making great strides in moving that district forward and it
would be a really big loss to us if she didn't get her license. Thank you.

CHAIRPERSON NEWTON: Okay. Ms. Reinhart, do you have a summary?

MS. REINHART: My only other thing that I would've added that I didn't mention is that she has applied to add an area to her license, so that is currently pending. So if you grant the waiver she would be able to add that area to her license. And our recommendation is the same; it's a three-year probation until she's able to get her Georgia license reinstated -- or not necessarily -- I'm sorry, I said that wrong -- not a three-year probation; a probation until she gets her Georgia license reinstated --

CHAIRPERSON NEWTON: Okay.
MS. REINHART: -- because she may --
CHAIRPERSON NEWTON: So is that -- that would allow her to continue --

MS. REINHART: Yes. She can still continue to work and she would be able to have that area added to her license.

MS. ZOOK: Question. If she doesn't try to come in on reciprocity but just get a license here, would it be necessary for her to get her Georgia license reinstated? Couldn't she just apply for a license in

Arkansas and go through the process that's not a reciprocity process?

MS. REINHART: Well, we're part of the NASDAQ agreement and so when we license anyone we have -- we do check NASDAQ to see if they've had a license revoked in any other state or have a situation in another state. So that's something that we always check when we do any licensing as a matter of course.

MS. ZOOK: Okay.
CHAIRPERSON NEWTON: Any other questions? Then what is the pleasure of the Board?

MS. DEAN: I move that we grant the waiver.
MS. SAVIERS: Second.
CHAIRPERSON NEWTON: Okay. All in favor? (UNANIMOUS CHORUS OF AYES)

CHAIRPERSON NEWTON: Any opposed? The waiver is granted. Thank you.

A-13 -- we need a short break. Give us about 10 minutes.
(BREAK: 2:28-2:40 p.m.)
A-13: CONSIDERATION OF WAIVER REQUEST FOR TEACHING LICENSE BRUCE A. MADDOX

CHAIRPERSON NEWTON: We're ready to reconvene. Okay. Our next matter -- okay. The next matter for consideration is A-13, Waiver Request for Teaching

License, Bruce Maddox. And he's represented by Greg Alagood. And Ms. Reinhart.

CLARIFICATION RE: A-12
MS. REINHART: Madam Chair, I'm so sorry; I have a quick clarification please. When you voted on the last one for Ms. Kerri Williams I think the motion was to grant the waiver. Was it to grant the waiver as I had stated it, in other words with -- on probation until -MS. DEAN: Yes. CHAIRPERSON NEWTON: Until the matter is resolved.

MS. REINHART: All right. Okay. Thank you.
That was what we were looking for for the minutes.
CHAIRPERSON NEWTON: That's what we --
MS. REINHART: Thank you.
CHAIRPERSON NEWTON: That's what we did.
RESUME WITH A-13
CHAIRPERSON NEWTON: Okay. Ms. Liwo.
MS. LIWO: Mr. Maddox has a disqualifying offense. His disqualifying offense occurred 14 years ago, and since then there's been no indication of repeated similar behavior or any other behaviors that would cause concern. Because of that, the recommendation is that the State Board grant his
request for a waiver.
MR. ALAGOOD: I agree. I'm Greg Alagood; I represent Mr . Maddox. I could, you know, point out to you that you were furnished with a compilation of a lot of character references on his behalf, the most telling of which is from his department chair at North Little Rock High School who loves him and wants him back at work tomorrow. And I would point out to you that he got his provisional license in 2004, got his standards license in 2006, has been at the North Little Rock district for 10 years. Mr. Maddox explains in his statement to you in that compilation the transgressions of his youth. I submit to you that he is the very embodiment of the factors that are set out in the Arkansas statute as far as the factors for you to take into consideration in granting a waiver from a disqualifying offense. Thank you.

CHAIRPERSON NEWTON: Thank you.
MR. ALAGOOD: And this is Mr. Maddox.
CHAIRPERSON NEWTON: Yeah, we figured that. And thank you for your brevity. What is the pleasure of the Board on the consideration? I think that Ms. -the rules and recommendations to grant the waiver -is that the recommendation of the Department?

MS. LIWO: Yes.
CHAIRPERSON NEWTON: Okay. So what is the pleasure of the Board? Ms. Zook?

MS. SAVIERS: I move to approve the recommendation.

CHAIRPERSON NEWTON: Ms. Saviers moves and Ms. Zook needs to second that.

MS. ZOOK: Second.
CHAIRPERSON NEWTON: Ms. Zook seconds the motion. All in favor?
(UNANIMOUS CHORUS OF AYES)
CHAIRPERSON NEWTON: Any opposed? Okay. The motion is granted to --

MR. ALAGOOD: Thank you.
MR. MADDOX: Thank you.
CHAIRPERSON NEWTON: -- grant the waiver.
A-14: CHARTER AUTHORIZING PANEL ACTION ON OPEN-ENROLLMENT PUBLIC CHARTER SCHOOL APPLICATION: FUTURE SCHOOL OF FORT SMITH, FORT SMITH, ARKANSAS

CHAIRPERSON NEWTON: A-14, Charter Authorizing Action on Open-Enrollment Public Charter School Application, Future School of Fort Smith. And that's Ms. Alexandra Boyd.

MS. PERRY: Actually --
CHAIRPERSON NEWTON: No, it's not. Ms. Mary

Perry.
MS. PERRY: Actually, it's Ms. Mary Perry, Coordinator, Division of Learning Services. On October 14, 2015, the Charter Authorizing Panel conducted open-enrollment charter applicant hearings. Representatives of Future School of Fort Smith appeared before the Panel and requested that Future School, the sponsoring entity, be allowed to open a charter in Fort Smith to serve students in grades 10 through 12 with a maximum enrollment of 450. By 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 but, of course, you may exercise a right of review of the determination made by the Charter Authorizing Panel and conduct a hearing on the determination at the State Board's December meeting. And you have in your packet -- the last documentation of your packet for this item and for all of the charter items includes documentation of Panel action so you can see how the panel members voted on the action item and the reasons for their votes.

CHAIRPERSON NEWTON: Is there anyone from the Fort Smith district?

MS. PERRY: There is Trish Flanagan. It's not
from Fort Smith district but we do have Trish Flanagan from the applicant there who is present today to take any questions that you might have. But, remember, this is a determination of whether or not you want to conduct a hearing at your next meeting.

CHAIRPERSON NEWTON: Right. So any questions, comments? What's the pleasure of the Board on action item A-14?

MS. DEAN: I move to approve the request.
CHAIRPERSON NEWTON: To not review?
MS. DEAN: To not review.
CHAIRPERSON NEWTON: Okay.
MS. SAVIERS: Second.
CHAIRPERSON NEWTON: Moved by Ms. Dean, second by Ms. Saviers. All in favor?
(UNANIMOUS CHORUS OF AYES)
CHAIRPERSON NEWTON: Any opposed? Okay. The motion carries. Thank you.

A-15: CHARTER AUTHORIZING PANEL ACTION ON OPEN-ENROLLMENT PUBLIC CHARTER SCHOOL APPLICATION: REDFIELD TRI-COUNTY CHARTER SCHOOL, REDFIELD, ARKANSAS

CHAIRPERSON NEWTON: A-15, it's Ms. Perry again; Charter Authorizing Panel Action on Open-Enrollment Charter School Application, Redfield Tri-County

Charter School, Redfield, Arkansas.
MS. PERRY: Yes. On October 14, 2015, the Charter Authorizing Panel conducted hearings for open-enrollment charter applicants. Representatives of Redfield Tri-County Charter School appeared before the Panel and requested that Redfield Tri-County Charter School, the sponsoring entity, be allowed to open a charter in Redfield to serve students in grades 5 through 12 with a maximum enrollment of 400 . By unanimous vote the Panel denied the request. No request for the State Board of Education to review the decision made by the Panel was submitted. And, again, you may exercise a right of review of the determination by the Panel and conduct a hearing on that determination at your December meeting.

CHAIRPERSON NEWTON: Okay. Is there anyone here to speak in favor of that application?

MS. PERRY: There is not anyone here or on the phone representing that applicant.

CHAIRPERSON NEWTON: Okay. Any questions by the Board? If not, we're ready for a motion on A-15.

DR. BARTH: Move to accept the recommendation of the Panel.

MS. ZOOK: Second.
CHAIRPERSON NEWTON: Okay. Moved by Dr. Barth
and second by Ms. Zook to accept the recommendation of the Charter Authorizing Panel. All in favor? (UNANIMOUS CHORUS OF AYES)

CHAIRPERSON NEWTON: Any opposed? Okay. Motion carries.

A-16: CHARTER AUTHORIZING PANEL ACTION ON OPEN-ENROLLMENT PUBLIC CHARTER SCHOOL AMENDMENT REQUEST: NORTHWEST ARKANSAS CLASSICAL ACADEMY

CHAIRPERSON NEWTON: A-16.
MR. BRADBERRY: Madam Chair --
CHAIRPERSON NEWTON: I'm sorry.
MR. BRADBERRY: -- I have someone on the phone for item A-16. If you'll let me give them some housekeeping rules about their computer first?

CHAIRPERSON NEWTON: Okay. So this is A-16 relative to the North [sic] Arkansas Classical Academy .

MR. BRADBERRY: Good morning. This is Doug with the Arkansas Department of Education. I have you on the phone. I would ask a few housekeeping rules, please. Number one, if you're listening on the computer would you please turn your computer down because we get feedback. Number two, right now we're on item A-16. If you're going to be speaking on behalf of item A-16, we will ask that you identify
yourself for the record. Madam Chair.
MR. WIMBERLEY: My name is Allen Wimberley -CHAIRPERSON NEWTON: I didn't get that name.

MR. WIMBERLEY: -- with Responsive Education Solutions and I also serve here in Arkansas as superintendent of all our charter schools.

MR. BRADBERRY: Allen Wimberley.
CHAIRPERSON NEWTON: He's going to have to do something to get more volume. Allen --

MS. PERRY: Wimberley.
MR. SHACK: I'm Curtis Shack. I'm program manager for Responsive Education Solutions charter schools.

CHAIRPERSON NEWTON: Curtis who?
MR. BRADBERRY: Curtis, what was your last name?
MR. SHACK: Shack, $\mathrm{S}-\mathrm{h}-\mathrm{a}-\mathrm{c}-\mathrm{k}$.
MR. BRADBERRY: Thank you.
CHAIRPERSON NEWTON: And what was Allen's last name?

MS. PERRY: Wimberley.
MR. BRADBERRY: Wimberley.
MS. PERRY: Wimberley, W-i-m --
CHAIRPERSON NEWTON: Wimberley. Okay.
MS. PERRY: -- b-e-r-l-e-y.
CHAIRPERSON NEWTON: Okay. So I have Mr. Allen

Wimberley and Mr. Curtis Shack. Is there anyone else that's on the phone that anticipates speaking in support of this application? Okay. Ms. Perry. MS. PERRY: Yes. And those individuals will be on the line for both A-16 and A-17.

CHAIRPERSON NEWTON: Okay.
MS. PERRY: The first one is the request for an amendment with Northwest Arkansas Classical Academy. The State Board of Education approved the application for Northwest Arkansas Classical Academy on November 1, 2012. The charter is approved to serve students in grades K through 5 with a maximum enrollment of 685. On October 15, 2015, representatives of Northwest Arkansas Classical appeared before the Charter Authorizing Panel to request an amendment to the current charter. By unanimous vote the Panel denied the request. No request for the State Board of Education to review the decision made by the Panel was submitted. And, again, you may exercise your right of review and conduct a hearing at your next meeting.

CHAIRPERSON NEWTON: Okay. So we're on A-16. So you've heard the summary that Ms. Perry has given us. And Mr. Allen [sic] or Mr. Wimberley, do you choose to speak relative to A-16? If so, a five-
minute introduction.
MR. WIMBERLEY: We actually have nothing to present. We were fine with the decision of the Panel and have no issue with the decision that was made. Now Mr. Shack, who was very involved in the presentation at that time, he may have something to add.

MR. SHACK: I don't have anything to add. I am perfectly okay with the decision of the Authorizing Panel.

CHAIRPERSON NEWTON: Okay.
MS. ZOOK: I move to accept the denial by the Authorizing Panel of the request by Northwest Arkansas Classical Academy.

CHAIRPERSON NEWTON: That's a motion by Ms. Zook. Second?

MS. CHAMBERS: Second.
CHAIRPERSON NEWTON: Second by Ms. Chambers.
All in favor?
(UNANIMOUS CHORUS OF AYES)
CHAIRPERSON NEWTON: Any opposed? Okay.
MS. SAVIERS: Could somebody just explain real briefly to me what that was about?

MS. PERRY: Yes. They were asking to waive 9.03.4.12.1 of the Standards for Accreditation to
allow all --
MS. SAVIERS: Oh, okay.
MS. PERRY: I don't have that committed to memory.

MS. SAVIERS: Yeah.
MS. PERRY: It was -- really, what they wanted was to get all AP courses to be part of the core 38 units and that was denied.

MS. SAVIERS: Okay. So, I mean, only --
CHAIRPERSON NEWTON: Commissioner has --
COMMISSIONER KEY: Well, it was denied because they could already do that without the waiver.

MS. PERRY: Exactly.
MS. SAVIERS: That's why I was confused.
COMMISSIONER KEY: Yeah.
MS. SAVIERS: Okay. Thank you.
A-17: CHARTER AUTHORIZING PANEL ACTION ON OPEN-ENROLLMENT PUBLIC CHARTER SCHOOL AMENDMENT REQUEST: QUEST MIDDLE SCHOOL OF WEST LITTLE ROCK

MS. PERRY: And actually as we go into A-17 they have the same request for Quest Middle School of West Little Rock. That was one of two requests, which they withdrew. Once it was denied for the other one and they saw that they really didn't need it, they withdrew it before any action was taken by the Panel.

CHAIRPERSON NEWTON: So what do we need to do? MS. PERRY: Well, they also asked for a second thing. They asked to change their name. Quest Middle School of West Little Rock -- at that same meeting Quest Middle School of West Little Rock requested to change their name to Quest Academy. As they are adding grades, which was part of the original charter, they want a name now that's more representative of the entire student body. CHAIRPERSON NEWTON: So what is the recommendation of the Panel? MS. PERRY: The Panel approved that request. Of course, that will not be effective until July 1. CHAIRPERSON NEWTON: Okay. MS. PERRY: A name change would not be effective.

CHAIRPERSON NEWTON: What's the pleasure of the Board on A-17?

MS. DEAN: I move to accept the recommendation of the Panel.

CHAIRPERSON NEWTON: Okay. Moved by Ms. Dean to accept the recommendation of the Charter Panel. Is there a second?

MS. CHAMBERS: Second.
CHAIRPERSON NEWTON: Second by Ms. Chambers.

All in favor, aye?
(UNANIMOUS CHORUS OF AYES)
CHAIRPERSON NEWTON: Any opposed? Then the motion carries. Thank you, Gentlemen, Mr. Wimberley and Mr. Shack. I believe that finishes our business with you.

MR. WIMBERLEY: Well, thank you, Madam Chair. MR. SHACK: Thank you.

MR. WIMBERLEY: We appreciate your help.
A-18: CHARTER AUTHORIZING PANEL ACTION ON DISTRICT CONVERSION PUBLIC CHARTER SCHOOL AMENDMENT REQUEST: BAUXITE MINER ACADEMY CHAIRPERSON NEWTON: A-18, Charter Authorizing Panel on District Conversion Public Charter School Amendment Request, Bauxite Miner Academy. MS. PERRY: Bauxite Miner Academy was approved on March 11, 2013. The charter is approved to serve students in grades 6-12 with a maximum enrollment of 200. Again, they appeared on October 15 th requesting an amendment to the charter. They wanted to waive Standards of Accreditation 10.02 .5 to be able to change the student-teacher ratio to 200 students per teacher total and no more than 45 in a classroom for courses that are primarily through online curriculum. And that was the request that was approved
unanimously by the Panel.
CHAIRPERSON NEWTON: Okay.
MS. PERRY: And Mr. Tyler -- Taylor -- Tyler Tarver is here today, principal at the school, if you have questions of him. Sorry, Tyler; I lost your name.

CHAIRPERSON NEWTON: Tyler Tarver. Okay. Any questions? Ms. Saviers.

MS. SAVIERS: I just have a comment. And I believe that on the Panel Dr. Gotcher mentioned that -- and this is the way I feel about it, too -- I would caution that the 45 students per teacher not be a license to become the new status quo. That's a concern.

CHAIRPERSON NEWTON: Any other questions?
DR. BARTH: Ditto.
CHAIRPERSON NEWTON: Ditto by Dr. Barth. What is the pleasure of the Board as it relates to A-18?

MR. WILLIAMSON: Move to approve the recommendation of the Charter --

CHAIRPERSON NEWTON: Okay. Moved by Mr. Williamson to approve the recommendation of the Charter Authorizing Panel. Is there a second? MS. DEAN: Second.

CHAIRPERSON NEWTON: Second by Ms. Dean. All in
favor?
(UNANIMOUS CHORUS OF AYES)
CHAIRPERSON NEWTON: Any opposed? Okay.
A-19: CHARTER AUTHORIZING PANEL ACTION ON DISTRICT CONVERSION PUBLIC CHARTER SCHOOL AMENDMENT REQUEST: ROGERS NEW TECHNOLOGY HIGH SCHOOL

CHAIRPERSON NEWTON: We're down to 19, Charter Authorizing Panel Action on District Conversion Public Charter School Amendment Request: Rogers New Tech High School.

MS. PERRY: Yes. This is your last charter for the afternoon. The State Board of Education approved the application for Rogers to operate Rogers New Technology High School on January 14, 2013. The charter is approved to serve students in grades 9-12 with a maximum enrollment of 600 . Again, they appeared on October 15, 2015 with an amendment request. Their request was to increase their enrollment from 600 to 900 and it was approved unanimously by the Charter Authorizing Panel. We do have Dr. Lance Arbuckle on the phone should you have any questions of him. He is the principal at Rogers New Technology High School.

CHAIRPERSON NEWTON: Any questions?
DR. BARTH: I move --

CHAIRPERSON NEWTON: Dr. Barth.
DR. BARTH: I move approval of the Panel's recommendation.

CHAIRPERSON NEWTON: Okay. Moved by Dr. Barth to approve the recommendation of the Panel. Is there a second?

MS. SAVIERS: Second, with enthusiasm.
CHAIRPERSON NEWTON: Second with enthusiasm. Dr. Arbuckle, you should note that. All in favor? (UNANIMOUS CHORUS OF AYES)

CHAIRPERSON NEWTON: Any opposed? Motion is carried.

A-20: CONSIDERATION OF FINAL RULE - ARKANSAS DEPARTMENT OF EDUCATION RULES GOVERNING BACKGROUND CHECKS

CHAIRPERSON NEWTON: Now we're down to A-20, Consideration of Final Rule - Arkansas Department of Education Rules Governing Background Checks. And that's Ms. Reinhart. Okay. Ms. Pfeffer.

MS. PFEFFER: Okay. Since she has stepped out -- I think she had to deal with a situation. I've reviewed these rules with her. When we -- these rules -- I believe you have a copy of the public comment and the $A D E$ response to that public comment. And it looks like there was just one public comment on these background check rules from what I have
here. And so we would ask that the Board approve these for -- as a final rule.

CHAIRPERSON NEWTON: A-20, the Department is asking for approval as a final rule for background -governing background checks. Is there a motion? MS. ZOOK: So moved.

CHAIRPERSON NEWTON: Moved by Ms. Zook. Is there a second?

MS. CHAMBERS: Second.
CHAIRPERSON NEWTON: By Ms. Chambers, second. All in favor?
(UNANIMOUS CHORUS OF AYES)
CHAIRPERSON NEWTON: Any opposed? Okay.
A-21: CONSIDERATION OF FINAL RULE - ARKANSAS DEPARTMENT OF EDUCATION RULES GOVERNING THE TEACHER EXCELLENCE AND SUPPORT PROGRAM

CHAIRPERSON NEWTON: Down to A-21, Consideration of Final Rule - Arkansas Department of Education Rules Governing the Teacher Excellence and Support Program. Are you going to step in for Ms. Reinhart again?

MS. PFEFFER: Yes, ma'am.
CHAIRPERSON NEWTON: Okay.
MS. PFEFFER: And, again, these rules were out for public comment and I think the last two pages
there go through the public comments that were received and ADE's response to those rules. These rules were incorporating changes from the 2015 legislative session, so we would respectfully ask them to be approved as final.

CHAIRPERSON NEWTON: Okay. Can we get a motion in regard to A-22 [sic]?

DR. BARTH: Move final adoption.
CHAIRPERSON NEWTON: Moved for final adoption by Dr. Barth. Second?

MR. WILLIAMSON: Second.
CHAIRPERSON NEWTON: Second by Mr. Williamson. All in favor?
(UNANIMOUS CHORUS OF AYES)
CHAIRPERSON NEWTON: Any opposed? Okay. Motion carries.

A-22: CONSIDERATION OF FINAL RULE - ARKANSAS DEPARTMENT OF EDUCATION RULES GOVERNING THE LEADER EXCELLENCE AND DEVELOPMENT SYSTEM

CHAIRPERSON NEWTON: Okay. Down to A-23, Mr. Owen.

MS. PFEFFER: A-22.
CHAIRPERSON NEWTON: Oh, I skipped -- I'm just getting anxious. Consideration of Final Rule Arkansas Department of Ed. Governing the Leader

Excellence and Development System. That's important. MS. PFEFFER: And, Madam Chair, I would ask -this is very similar to the other two rules that we've just gone through -- that these be approved as final rules --

CHAIRPERSON NEWTON: Okay. MS. PFEFFER: -- after public comment.

CHAIRPERSON NEWTON: Do we have a motion?
MS. CHAMBERS: I move to accept.
CHAIRPERSON NEWTON: Move to accept, Ms.
Chambers. Second?
MS. DEAN: Second.
CHAIRPERSON NEWTON: Second, Ms. Dean. Any discussion? All in favor?
(UNANIMOUS CHORUS OF AYES)
CHAIRPERSON NEWTON: Any opposed?
A-23: CONSIDERATION OF RESOLUTION FOR ARKANSAS COMPUTER SCIENCE WEEK

CHAIRPERSON NEWTON: Now we're down to Mr. Owen.
Consideration of Resolution for Arkansas Computer Science Week.

COMMISSIONER KEY: He's en route.
CHAIRPERSON NEWTON: He's out?
COMMISSIONER KEY: He's en route.
CHAIRPERSON NEWTON: He's en route.
Sharon Hill Court Reporting

COMMISSIONER KEY: Yeah. He's in the building.
CHAIRPERSON NEWTON: Okay.
COMMISSIONER KEY: I think we just went a little faster than what he anticipated.

CHAIRPERSON NEWTON: Me, too. I tried to speed that up. He'd better hurry up.

When he finishes, we're going to take like a two-minute break to allow our microphones to be removed and we'll go into the reports.

Mr. Bradberry, where are you going?
COMMISSIONER KEY: Here he is.
CHAIRPERSON NEWTON: There you are. Come on, we're waiting on you.

MR. OWEN: Oh, I'm sorry.
CHAIRPERSON NEWTON: No problem.
MR. OWEN: My apologies. Anthony Owen, Department of Education. I believe -- do you have the resolution in front of you?

CHAIRPERSON NEWTON: Yes.
MR. OWEN: Basically, what we have is as a nation the -- our -- or the National Computer Science Education Week is scheduled for the week of December 7-13, 2015. In the past the Governor has issued a proclamation making this, the Computer Science Education Week -- recognizing it as a state. He has
not done that yet, but I spoke with Ms. Moore earlier today and there are all expectations that he will do that again this year. So if y'all would like me to read the proclamation out loud to you, I would. But otherwise, I would just appreciate a vote adopting it as a resolution of the State Board. CHAIRPERSON NEWTON: What is the pleasure of the Board?

MS. ZOOK: So moved.
CHAIRPERSON NEWTON: Moved by Ms. Zook.
MS. CHAMBERS: Second.
CHAIRPERSON NEWTON: Second by Ms. Chambers.
All in favor?
(UNANIMOUS CHORUS OF AYES)
CHAIRPERSON NEWTON: Any opposed? Motion carries. Thank you.

MR. OWEN: Thank you so much.
CHAIRPERSON NEWTON: We've got a two-minute break and then we'll hear reports.
(THE ACTION AGENDA WAS CONCLUDED AT 3:01 P.M.)

C ERTITICATE

| 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 November 12, 2015, 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: November 20, 2015.

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

|  | A-5 (2) | acquitted (7) | 25:13;28:20;52:14; | 100:13;103:8,24; |
| :---: | :---: | :---: | :---: | :---: |
| \$ | 51:13;70:2 | 99:10,13;109:10, | 61:25;63:20;67:22; | 106:14;107:6; |
|  | 71:1,4;73: | acro | add | $13 .$ |
| $\begin{gathered} \mathbf{\$ 1 0 , 0 0 0 ( 1 )} \\ 106: 2 \end{gathered}$ | A-7 (3) | $22: 22 ; 24: 4 ; 42: 15$ | addressed (2) 63:21;113:8 | 138:19;142:19; |
| $\$ 3 \text { (1) }$ | 73:13,15;75:11 | ACT (9) | addressing (1) | 144:16;146:21,24; |
| 8:18 | A-8 (2) | 86:10,13,17;97:23; | 25:4 | 150:3 |
| \$385,000 (1) | 75:23;87:2 | 104:10,11;115:13; | ADE (13) | against (10) |
| 49:13 | A-9 (2) | 116:18;125:12 | 36:22;39:4,9; | 97:5,16;98:19; |
| \$62.00 (1) | 87:23,25 | acting (1) | 40:22;49:7;50:20; | 100:11;106:16; |
| 7:20 | ABC (2) | 120:2 | 62:18;70:10;88:22, | 109:24,24;110:11; |
|  | $\begin{array}{r} \text { 8:15;9:8 } \\ \text { ability (1) } \end{array}$ | $\begin{array}{\|l\|} \boldsymbol{a c t i o n}(35) \\ 5: 4,8 ; 6: 13 ; 11: 24 ; \end{array}$ | $\begin{aligned} & \text { 23;126:4;127:4; } \\ & 145: 23 \end{aligned}$ | $\begin{aligned} & 112: 20 ; 115: 13 \\ & \text { age (1) } \end{aligned}$ |
| [ | 84:22 | 48:16,17;51:16;69:3; | adequate (1) | 91:3 |
| [ps] (1) | able (20) | 71:3;74:21;76:6; | 81:16 | aged (1) |
| 14:13 | 13:20;14:16,19,20; | 89:6;92:8;97:4,16; | ADE's (1) | 115:1 |
| [sic] (4) | 26:11;42:16;50:16; | 100:10;109:24; | 147:2 | agenda (9) |
| 109:24;136:16; | 64:7;66:3;71:24; | 110:11;112:20; | adjudicated (1) | 5:5,8;48:14;51:16 |
| 138:24;147:7 | 85:21,23;86:1;110:4; | 116:11,11;132:17,21; | 100:9 | 17;53:11;71:3; |
| A | 128:9,11,20;142:21 | 24;136:6;140:17,25; | 101:6,10;102:2 | agendas (1) |
|  | above (5) | 142:11;144:4,8; | adjust (2) | 32:1 |
| A-1 (8) | 37:5;74:15;78:4,4; | 150:21 | 85:17,21 | ages (1) |
| 5:2,5,9;6:2,3,8,17; | 89:1 | actions (1) | adjustment (1) | 91:9 |
| 11:24 | absences (3) | 89:22 | 8:7 | ago (1) |
| A-10 (2) | 34:4,5;68:10 <br> absentee (2) | $\begin{array}{\|c} \text { actively (1) } \\ 55: 14 \end{array}$ | $\begin{gathered} \text { administered (2) } \\ 32: 6 ; 98: 8 \end{gathered}$ | $\begin{array}{r} 130: 22 \\ \text { agree (4) } \end{array}$ |
| A-11 (3) | 67:15,15 absely | activities (4) | administering (1) | $80: 2 ; 84: 12 ; 86: 4 ;$ $131: 2$ |
| 93:11,13;123:6 | absolutely (2) | 38:3;55:18;56:4; | 28:11 | 131:2 |
| A-12 (2) | 110:8;115:2 | 77:2 | administration (4) <br> $16 \cdot 1 \cdot 18 \cdot 23 \cdot 61 \cdot 10$ | agreeing (2) <br> 63.24.88.19 |
| 123:3;130:3 | $17: 20 ; 18: 3 ; 20: 13,$ | acts (1) $109: 15$ | 16:1;18:23;61:10, $12$ | AGREEMENT (3) |
| $\begin{aligned} & \mathbf{A - 1 3} \text { (4) } \\ & 129: 18,21,25 ; \end{aligned}$ | $13 ; 25: 20 ; 51: 13,18$ | actually (20) | administrator (1) | $71: 1,5 ; 129: 4$ |
| 130:18 | 53:7;54:25;56:24; | 20:20;34:13;47:10; | 110:4 | ahead (7) |
| A-14 (3) | 65:24;67:7;69:18,22; | 59:17;60:1;63:18,20; | adopting (1) | 47:16;64:20;86:6; |
| 132:17,20;134:9 | 70:11,12,13;76:6,10, | 65:20;66:3;67:4; | 150:5 | 89:15;102:16; |
| A-15 (3) | 24;77:1,14,21;78:9, 12;81:3;127:5 | $\begin{aligned} & \text { 68:12;69:17;79:6; } \\ & \text { 82:4;86:1;88:15; } \end{aligned}$ | $\begin{aligned} & \text { adoption (3) } \\ & 33: 22 ; 147: 8,9 \end{aligned}$ | $\begin{aligned} & \text { 103:15;127:4 } \\ & \text { AIP (3) } \end{aligned}$ |
| $\begin{aligned} & 134: 20,23 ; 135: 21 \\ & \text { A-16 (9) } \end{aligned}$ | ACADEMY (9) | $132: 24 ; 133: 2 ; 139: 2$ | advantage (1) | 79:15,21;83:16 |
| $136: 6,9,13,15,24,$ | 136:8,17;138:8,10; | 140:20 | 106:25 | AIP's (1) |
| 25;138:5,22,25 | 139:14;141:6; | Adams (10) | advice (1) | 83:5 |
| A-17 (4) | 142:12,15,16 | 13:9,17,19;17:10, | 125:14 | Alagood (5) |
| 138:5;140:17,20; | accept (8) | 14;18:5;19:8,12,16; | Advisory (5) | 130:2;131:2,2,20; |
| 141:18 | $\begin{aligned} & 48: 19 ; 135: 22 \\ & 136 \cdot 139 \cdot 12 \end{aligned}$ |  | $\begin{aligned} & 13: 22 ; 17: 15 ; \\ & 20: 5: 21: 18 \end{aligned}$ |  |
| A-18 (3) | $\begin{aligned} & 136: 1 ; 139: 12 ; \\ & 141: 19,22 ; 148: 9,10 \end{aligned}$ | $\begin{aligned} & \text { add (8) } \\ & \quad 11: 20 ; 107: 15 ; \end{aligned}$ | $\begin{array}{r} \text { 20:5;21:18 } \\ \text { affecting (1) } \end{array}$ | $\begin{gathered} \text { Alesia (1) } \\ 56: 23 \end{gathered}$ |
| $\begin{aligned} & \text { 142:11,13;143:18 } \\ & \mathbf{A - 1 9 ~ ( 1 ) ~} \end{aligned}$ | accommodate (1) | 112:21;113:5;128:7, | 111:17 | Alexandra (1) |
| 144:4 | 55:4 | 9;139:7,8 | affects (1) | 132:23 |
| A-2 (7) | accommodation (1) | added (7) | 32:4 | Algebra (2) |
| 5:9,11;6:4,5;11:24; | 55:4 | 6:21;9:14;31:6; | affirm (3) | 37:25,25 |
| 12:11,13 | accomplished (1) | 57:12,13;128:6,20 adding (1) | 96:9,14;124:4 AFFIRMATIVELY (2) | align (2) |
| A-20 (3) | 57:11 <br> Accountability (3) | $\underset{141: 7}{\operatorname{adding}} \mathbf{( 1 )}$ | $\begin{aligned} & \text { AFFIRMATIVELY (2) } \\ & 96: 16 ; 124: 7 \end{aligned}$ | $\begin{aligned} & \text { 25:23;37:14 } \\ & \text { aligned (12) } \end{aligned}$ |
| 145:13,15;146:3 A-21 (2) | 14:24;32:6;80:4 | addition (2) | afford (1) | 23:1;26:1,13,14, |
| 146:14,17 | Accreditation (2) | 31:8;56:21 | 51:25 | 18;27:2,24;28:1; |
| A-22 (3) | 139:25;142:21 | additional (20) | afternoon (8) | 35:8;59:22;60:3; |
| 147:7,17,22 | achieve (1) | 5:13;7:20;56:16; | 52:18;57:1,1,3; | 62:22 |
| A-23 (2) | 86:2 | 57:12;88:7;96:11; | 61:4;71:8;96:20; | alignment (7) |
| 147:20;148:17 | achievement (6) | 98:4;103:21;104:5; | 144:12 | 25:11;32:9;60:2; |
| A-3 (1) | 41:3;45:17;46:11; | 113:11,17,18,19,20; | Again (25) | 63:2,6,7,12 |
| 13:1 | 47:13;60:15;66:3 | 115:11,12;116:16,25; | 27:16;28:15;39:21; | allegation (1) |
| A-4 (3) | acknowledge (1) | 119:8,9 | 41:23;46:24;86:8; | 104:9 |
| 48:15;49:1,3 | 108:3 | address (8) | 90:2;94:2,8;95:14; | allegations (1) |

104:12
alleged (2)
98:19,20
Allen (19)
73:15,18,18;75:3,
25;76:3,16,21;80:2;
82:12;83:1;86:4,10, 22;137:2,7,9,25; 138:24
Allen's (1) 137:18
allocated (1) 8:19
allow (4) 119:8;128:18; 140:1;149:8
allowed (3) 57:23;133:8;135:7
allowing (2) 30:13;125:6
almost (2) 23:21,22
along (2) 33:7;37:20
although (2) 101:5;115:19
always (6) 52:12;86:25; 102:13;108:13; 121:21;129:7
amazing (2) 19:11;58:6
AMENDMENT (10) 136:7;138:8,15; 140:18;142:12,15,20; 144:5,9,17
amount (4) 7:20;8:8,15,19
analogy (1) 120:6
analysis (5) 23:12;44:17,17; 45:23;103:7
analytical (1) 25:6
analyze (3) 23:16;42:5,17
analyzed (2) 25:9;42:12
analyzing (1) 22:23
and/or (1) 9:23
Annotated (1) 98:4
anonymous (1) 125:22
answered (4) 57:3;86:21;96:16; 124:7
Anthony (1) 149:16
anticipated (1)

149:4
anticipates (1) 138:2
anticipating (1) 96:4
anxious (1) 147:24
AP (1) 140:7
apologies (1) 149:16
app (1) 14:7
apparent (2) 68:4,4
appeal (40) 93:23,25;94:1,6,20, 24;95:2,7,13,17,20, 21;100:8;102:12; 104:15,17,19,21,23; 105:4,6,9,23;106:4; 107:17;108:3,4,4; 111:12;118:14; 119:16,23;120:1,11, 22;121:1;122:20; 126:15,15,16
appealed (4) 101:9,24;105:2,3
appeals (4) 102:13;107:19; 117:15,17
appear (4) 45:23;88:24;89:2; 126:11
appeared (5) 133:7;135:5; 138:14;142:19; 144:17
applaud (2) 81:5,17
applicant (3) 133:5;134:2; 135:19
applicants (1) 135:4
APPLICATION (8) 132:18,22;134:21, 25;135:17;138:3,9; 144:13
applied (4) 55:22;126:1;127:2; 128:7
applies (2) 67:13;104:13
apply (3) 98:10;104:7; 128:25
applying (1) 100:5
appoint (3) 20:3,4,9
appointed (1) 21:15
appreciate (5)
41:25;44:24;68:16; 142:10;150:5
appreciative (1) 50:17
approach (9)
19:3,4,4;36:8,13;
71:13;81:17;84:9;
85:10
approached (1) 61:8
approaches (1) 82:6
approaching (3) 19:9;23:8,18
appropriate (5) 77:2,7;80:10; 82:17;120:24
approval (11) 12:2;72:18;73:2, 24;74:22;75:14; 86:12;87:4;121:25; 145:2;146:4
approve (18) 6:6;16:2;51:3,4; 71:1,5;75:16;76:8; 86:11;91:21;93:2,3; 132:4;134:10; 143:19,22;145:5; 146:1
approved (14) 5:12;70:7;133:11; 138:9,11;141:12; 142:16,17,25;144:12, 15,19;147:5;148:4
approving (1) 15:25
Approximately (2) 74:19;77:22
April (2) 114:9,10
Arbuckle (2) 144:21;145:9
area (11) 15:8;35:7;36:16; 37:5,13;45:10;56:14; 58:2;128:7,9,20
areas (4) 33:22;56:12,15; 57:9
arguably (1) 98:12
argue (1) 105:8
argument (1) 43:12
arise (1) 114:5
Arkadelphia (1) 126:11
ARKANSAS (48) 5:2,6;11:25;12:11, 14;53:2;74:1,22;
$76: 9 ; 77: 20 ; 82: 13 ;$
93:21;98:3;102:22;
107:11;112:4,9,12,
20;118:21;121:7;
124:13,18,20;125:8,
20;126:5;129:1;
$131: 15 ; 132: 19 ;$
$134: 22 ; 135: 1 ; 136: 7$,
16,$19 ; 137: 5 ; 138: 8$,
10,$14 ; 139: 14 ; 145: 13$,
$16 ; 146: 14,18 ; 147: 17$,

25;148:17,20
around (15)
15:5;19:20,24;
25:25;26:17;29:6,16;
37:4;56:10,12;58:6,
11;60:23;74:15;
118:22
arrest (2)
124:12;125:23
arrived (3)
60:2;61:13;63:10
article (3)
41:16,18;79:4
aside (1)
115:19
Aspire (2)
86:10,17
assault (1) 99:24
assess (3) 28:8;33:18,20
assessed (1) 28:13
assessment (28)
25:24;26:1,3,5,12,
14,19,20,20,23;27:2,
3,11,23;28:9;33:2,12; 37:1;63:10;73:13,16, 19,22;74:2,9,11; 75:12;78:21
assessments (21) 10:11;26:17;27:19; 32:6,21,24;33:7,10, 11,25;34:1,2;38:24; 39:17,23;58:12;60:3, 8,19;63:9;78:16
assign (1) 78:9
assigned (2) 76:10;77:21
assignment (2) 98:15;104:2
assist (1) 47:1
assistance (2) 10:10;23:15
Assistant (3) 71:9;127:2,18
Associate (3) 30:18;32:3;34:13
Association (1) 53:3
assume (1) 97:6
assuming (1) 6:5
Assurance (1) 51:21
assure (2) 41:4,7
Atlanta (2) 112:3;113:24
attach (5) 103:5,19,22; 104:21,22
attached (1) 102:21
attempt (7) 97:8,25;99:2; 113:10,21;116:20,25
Attorney (10) 88:3,10,21;93:17; 96:5;101:23,25; 102:4;116:17;125:14
audit (1) 63:5
auditorily (1) 82:9
August (2) 5:12,25
authority (1) 97:4
AUTHORIZING (19) 132:17,20;133:4, 15;134:20,24;135:3; 136:2,6;138:15; 139:9,13;140:17; 142:11,13;143:23; 144:4,8,20
autonomy (2) 58:10;61:24
available (4) 46:8,19;52:2;62:24
aware (5) 17:7;46:19;59:22; 83:10;91:16
away (2) 21:17;120:2
awhile (3) 7:2;80:10,17
aye (1) 142:1
AYES (23) 12:8,22;48:24; 51:9;70:17;73:9; 75:20;87:9;92:3; 93:8;122:10;129:15; 132:11;134:17; 136:3;139:20;142:2; 144:2;145:10; 146:12;147:14; 148:15;150:14

## B

| back (29) | 118:9 | best (3) | 133:17 | $46: 17,23,25 ; 50: 2$ |
| :---: | :---: | :---: | :---: | :---: |
| 5:15,25;13:11; | baseline (1) | 79:1;83:20;127:9 | body (2) | 4;53:11;56:13;142:6 |
| 14:11;17:11;18:13; | 32:7 | betcha (1) | 97:1;141:9 | businesses (1) |
| 27:3,6;29:6,16; | bases (1) | 45:13 | BOE (1) | 67:3 |
| 43:25;65:23;69:9,18, | 40:12 | BETTER (20) | 57:2 | busy (2) |
| 21;71:21,24;78:20; | basically (7) | 5:2,6;11:14,25 | bonus (1) | 22:1,2 |
| 81:13;88:19;95:8,16; | 35:24;53:13,21,24; | 12:11,14;13:25; | 109:13 |  |
| 96:1;103:24;121:2; | 71:11;102:6;149:20 | 14:25;15:12;18:9; | books (1) | C |
| 125:8,20,25;131:8 | basis (1) | 35:6;37:11;42:7; | 60:7 |  |
| background (8) | 65:16 | 48:5;80:14;84:9; | both (6) | c26 (1) |
| 88:23;98:18; | BAUXITE (3) | 90:1,5;115:1;149:6 | 17:3;48:7;50:1; | 97:7 |
| 124:19;145:14,17,25; | 142:12,15,16 | BIFS (2) | 84:4;117:13;138:5 | cabinet (1) |
| 146:4,5 | beat (2) | 14:13,19 | bottom (1) | 63:24 |
| bad (1) | 42:9;82:24 | big (12) | 79:11 | CAC (1) |
| 19:4 | beating (1) | 19:15;22:11,12,15; | bound (1) | 13:11 |
| Bailey (46) | 47:17 | 40:25;44:19;46:15; | 9:8 | calculated (1) |
| 93:17;94:7;96:18, | become (3) | 56:11;60:16;61:15; | Boyd (1) | 6:7 |
| 18,20,21,25;97:3; | 17:5;68:4;143:13 | 79:10;128:1 | 132:23 | calculating (1) |
| 98:2;99:8,10,16; | becomes (1) | bigger (1) | BRADBERRY (8) | 21:10 |
| 100:13,17;103:18; | 82:17 | 28:24 | 136:10,12,18; | calculation (1) |
| 104:6,16;107:14; | becoming (1) | biggest (3) | 137:7,15,17,21; | 47:9 |
| 108:10;109:3,4; | 17:25 | 28:21,22;84:2 | 149:10 | calendar (1) |
| 110:20,23,25;111:3, | began (1) | bit (12) | brag (2) | 21:2 |
| 7,12,15;112:2,10,12, | 58:14 | 22:3;24:22;25:7, | 24:22;30:20 | call (6) |
| 18,24;113:2,6,9; | begin (5) | 21;30:20;31:12; | break (8) | 11:14;67:21;88:18; |
| $\begin{aligned} & 115: 8,9 ; 116: 1,2,4,6, \\ & 1421 \cdot 117 \cdot 4 \cdot 119 \cdot 9 \end{aligned}$ | $\begin{aligned} & 59: 17 ; 67: 21 ; 80: 23 ; \\ & 81 \cdot 23 \cdot 113 \cdot 23 \end{aligned}$ | $\begin{aligned} & 44: 25 ; 75: 9 ; 81: 11,20 \\ & 98: 18 ; 120: 5 \end{aligned}$ | $48: 14 ; 50: 23 ; 51: 12$ | $89: 17,24 ; 91: 8$ |
| Bailey's (1) | beginning (7) | bi-weekly (1) | 106:19,129:18 | came (3) 52:21; |
| 103:4 | 14:21;31:17,18; | 31:24 | breakfast (1) | campus (1) |
| Baker (1) | 33:16;59:14;62:5; | blanket (1) | 55:25 | 31:21 |
| 13:3 | 66:18 | 80:11 | brevity (1) | can (74) |
| balance (1) | Beginnings (1) | blocked (1) | 131:22 | 11:1;14:1,7;16:13, |
| 49:13 | 11:14 | 23:4 | brief (2) | 19,24;17:8;18:15; |
| ball (1) | begun (1) | BLUFF (9) | 13:21;89:14 | 19:6,25;20:9,25; |
| 22:17 | 13:22 | 51:13,18,24,25; | briefing (1) | 24:19;26:1,12;27:16; |
| band (1) | behalf (3) | 60:23;64:14;67:13; | 87:17 | 29:12;34:13,15,25; |
| 56:3 | 120:18;131:5; | 70:1,9 | briefly (3) | 36:15;37:5;41:4,7; |
| Barth (81) | 136:25 | blush (1) | 22:10;88:4;139:23 | 43:11,23;44:10; |
| 17:22;18:1;19:17, | behavior (3) | 45:22 | bring (5) | 46:13;50:25;52:10; |
| 18;20:11,15,19,22; | 90:23;109:19; | board (69) | 42:14;57:20,21; | 53:16,17;58:1;60:22; |
| 21:3,7,12,15,21;43:1, | 130:23 | 19:22;20:2,3,5,10; | 63:24;70:21 | 67:21;72:1,19;80:16, |
| 2,3;44:23;51:6,7; | behaviors (1) | 21:18;30:13;50:13; | bringing (1) | 19;81:23;83:20;85:9, |
| 64:18;66:6,8;67:6,9; | 130:23 | 51:22;52:12,13,14, | 73:23 | 16;94:15;95:16;97:6; |
| 69:5,7,11,23;70:4,6, | behind (4) | 17,25,25;53:2;55:18; | broad (1) | 99:20;101:1;102:3, |
| 14,15;73:2,5;75:14, | 29:5,14,15;97:24 | 59:18;61:9,16;62:15, | 79:18 | 12,14,15;103:10; |
| 15;80:21,22;83:25; | belabor (1) | 16;65:15,19,21,24, | brought (5) | 104:22;105:6; |
| 84:7,16;86:5,6;87:4, | 42:18 | 24;69:13,21;74:9,10; | 26:18;27:3;73:21; | 109:21;111:1,19; |
| 7;94:13,15,17;95:2,5, | bell-to-bell (1) | 76:7;86:11;87:3; | 116:21;125:4 | 112:2,16;113:4,20; |
| 19;96:1;102:18,19, | 47:21 | 89:4,8;90:6,13; | BRUCE (2) | 117:12,18,22,24; |
| 25;103:3,9,14; | below (1) | 92:22;93:24;94:5; | 129:22;130:1 | 121:2,5;122:15; |
| 111:11,12;117:7,11, | 74:15 | 96:20;97:4,13,15; | build (3) | 123:11,17;128:19; |
| 14;118:15;119:25; | benchmark (2) | 98:9,17;105:14; | 28:14;60:17,21 | 133:20;147:6 |
| 120:10,13;121:8,11; | 78:15,20 | 106:23;116:7;117:6; | building (9) | candidates (1) |
| 122:12,13;135:22,25; | benchmarking (1) | 118:10;119:4; | 31:25,25;34:9; | 59:15 |
| 143:16,17;144:25; | 63:9 | 129:11;130:25; | 61:19;62:2,2;63:16; | capable (1) |
| 145:1,2,4;147:8,10 | beneficial (1) | 131:23;132:3; | 91:5;149:1 | 24:12 |
| Barth's (3) | 77:11 | 133:12;134:8; | buildings (1) | capacities (1) |
| 17:15;117:19; | benefit (1) | 135:11,21;138:9,17; | 64:7 | 15:5 |
| 119:22 | 79:6 | 141:18;143:18; | burden (1) | capacity (2) |
| based (11) | b-e-r-l-e-y (1) | 144:12;146:1;150:6, | 5:23 | $28: 14 ; 83: 3$ |
| 6:25;37:11;38:19; | 137:24 | $8$ | Burton (2) | capitalizing (1) |
| 39:13;58:18;76:11; | beside (1) | Board's (4) | 36:7;38:2 | 71:15 |
| 89:7,9;99:6;101:2; | 41:11 | 48:6;61:11;118:3; | business (8) | cards (1) |


| 34:3 | 55:12 | 137:3,8,14,18,23,25; | 18;141:8,22;142:11, | CLASSICAL (6) |
| :---: | :---: | :---: | :---: | :---: |
| care (4) | certification (1) | 138:6,22;139:11,15, | 12,13,14,17,20; | 136:8,16;138:8,10, |
| 5:19;10:4;112:14, | 55:11 | 18,21;140:10;141:1, | 143:20,23;144:4,5,7, | 14;139:14 |
| 19 | Chair (13) | 10,14,17,21,25; | 9,11,15,20 | CLASSIFICATION (2) |
| CAREERS (3) | 13:10;30:12;51:21 | 142:3,13;143:2,7,15, | charters (1) | 49:2,5 |
| 73:14,17;75:13 | 52:11,17;87:11; | 17,21,25;144:3,7,24; | 46:9 | classroom (32) |
| careful (2) | 108:11;130:4;131:6; | 145:1,4,8,11,15; | check (5) | 5:14;10:18;22:18; |
| 18:25;81:18 | 136:10;137:1;142:8; | 146:3,7,10,13,17,23; | 8:21;124:20;129:5, | 32:5,8;33:25;34:8,11, |
| carried (1) | 148:2 | 147:6,9,12,15,20,23; | 8;145:25 | 12,18;35:2,8,19,20, |
| 145:12 | chairman (1) | 148:6,8,10,13,16,19, | checks (4) | 23;36:5;37:20;38:17; |
| carries (11) | 108:1 | 23,25;149:2,5,12,15, | 88:23;145:14,17; | 43:21;58:13;68:11; |
| 12:10,24;70:19; | CHAIRPERSON (295) | 19;150:7,10,12,15,18 | 146:5 | 72:1;77:10,13;79:8; |
| 75:22;92:5;93:10; | 5:4,10;6:1,4,9,12, | challenge (7) | Cherry (1) | 80:20;82:14,20; |
| 134:19;136:5;142:4; | 15,19;11:23;12:3,6,9, | 28:21,22;29:19 | 49:8 | 83:13;108:16; |
| 147:16;150:16 | 13,18,20,23;13:3,7, | 56:9;85:20;86:3, | Chief (2) | 121:23;142:23 |
| cart (1) | 14,16,18;16:21; | challenged (1) | 25:20;56:23 | classrooms (5) |
| 106:21 | 17:12;19:7,17;21:23; | 84:1 | child (9) | 10:11;18:24;31:5, |
| case (13) | 25:18;27:20;29:17; | challenges (4) | 5:19;7:21;10:4; | 6;62:3 |
| 40:12;80:18;88 | 30:10,16;39:16; | 27:5;28:24;56:7,8 | 32:14;37:19;59:9; | Clay (16) |
| 89:4;92:17,21;105:8, | 40:19;41:23;42:24 | challenging (1) | 90:9,21;108:12 | 19:19,25;20:7,14 |
| 24;107:23;108:9; | 43:2;46:5;47:25; | 84:14 | childhood (1) | 17,20,23;21:6,8,14, |
| 109:14;122:7;124:3 | 48:2,13,17,22,25; | CHAMBERS (12) | 31:8 | 20,22;118:2,9;119:1, |
| cases (3) | 49:3,17,22,25;50:4, | 70:3,6;139:17,18; | children (20) | 2 |
| 32:14;71:18; | 19,25;51:4,7,10,15; | 141:24,25;146:9,10; | 5:13,14,19,23;6:7 | clear (3) |
| 108:12 | 52:3,8,19;53:25; | 148:9,11;150:11,12 | 7;7:8;11:3,5,11; | 7:10;91:9;119:17 |
| casting (1) | 54:19,22;56:19; | CHANCE (6) | 29:20;46:10;59:1; | cleared (1) |
| 106:18 | 60:24;61:2;63:1; | 5:2,6;11:25;12:11, | 82:11;89:23;90:19; | 124:20 |
| catch (1) | 64:18,20;66:6;67:10; | 14;28:5 | 91:4,10;120:15; | client (2) |
| 29:24 | 68:22;69:2,6,24;70:5, | change (11) | 121:7 | 115:11;119:9 |
| categorical (1) | 12,16,18;71:3;72:20; | 23:20;44:12;56:11; | choose (2) | climate (1) |
| 62:23 | 73:4,7,10,15;74:25; | 80:23;81:19;88:17; | 58:18;138:25 | 34:6 |
| category (1) | 75:10,15,18,21,25; | 90:23;141:3,6,15; | CHORUS (23) | clinics (1) |
| 82:22 | 79:2;80:21;81:25; | 142:22 | 12:8,22;48:24; | 31:9 |
| caught (1) | 82:23;85:11,16;86:5, | changes (2) | 51:9;70:17;73:9; | clippings (1) |
| 76:18 | 20;87:2,7,10,22,25; | 52:22;147:3 | 75:20;87:9;92:3; | 54:4 |
| cause (3) | 89:7,12,15;90:11; | changing (1) | 93:8;122:10;129:15; | close (3) |
| 88:8;89:6;130:24 | 91:11,14,20,23;92:1, | 82:8 | 132:11;134:17; | 25:16;99:22; |
| caused (1) | 4,8,20,24;93:3,6,9,13, | channel (1) | 136:3;139:20;142:2; | 121:22 |
| 98:23 | 18,94:2,8,12,14,16, | 107:25 | 144:2;145:10; | closely (4) |
| causes (2) | 25;96:3,9,13,17,22; | Chapel (4) | 146:12;147:14; | 5:9;11:15;80:4; |
| 115:11,12 | 97:1,17;99:5,9,15; | 126:25;127:10,19, | 148:15;150:14 | 102:21 |
| caution (4) | 100:12,16,19,24; | 21 | chose (1) | closing (2) |
| 107:6,9;121:6; | 101:13,15;102:7,10, | chapter (1) | 95:6 | 15:7,22 |
| 143:12 | 18;104:14;105:1,6, | 59:4 | circle (1) | coaches (1) |
| cautious (1) | 18;106:3,6,8,12; | character (2) | 29:5 | 59:22 |
| 45:21 | 107:13,24;108:10,22; | 127:9;131:5 | circumstance (1) | Code (1) |
| celebrate (1) | 109:3;110:15; | characterize (1) | 91:1 | 98:3 |
| 23:9 | 111:11,22;112:6,25; | 109:18 | cited (2) | coin (1) |
| celebrating (2) | 113:3,14;115:7,21, | charge (4) | 89:1;104:7 | 48:7 |
| 30:2;60:18 | 23;116:1;117:2,9,12, | 17:15;95:23 | Civic (2) | COLA (6) |
| centers (1) | 18,24;118:2,5;119:1, | 120:16,17 | 13:21;21:18 | 6:10,20,24;8:20, |
| 31:5 | 14,19;121:8,20; | charged (1) | claim (1) | 20;9:22 |
| Central (1) | 122:1,3,5,11,13,16, | 109:14 | 103:4 | collaborate (3) |
| 63:16 | 21,25;123:5,23; | charges (4) | clarification (4) | 35:5;53:1;84:19 |
| certain (1) | 124:1,8,25;125:2; | 98:18;109:10; | 68:13;91:12;130:3, | collaborating (2) |
| 120:14 | 126:19;127:14; | 110:12;125:13 | 5 | 47:22;62:8 |
| certainly (15) | 128:3,15,17;129:10, | charter (48) | clarify (2) | collaboration (2) |
| 17:20;18:18;19:25; | 14,16,23;130:11,15, | 47:17;132:17,18, | 94:18;122:15 | 38:22;39:4 |
| 43:18;50:9;67:13; | 17,19;131:19,21; | 20,21;133:4,5,9,15, | clarity (2) | collaboratively (1) |
| 69:15;99:9;107:25; | 132:2,6,9,12,16,20, | 19;134:20,21,21,24, | 66:10;121:1 | 14:1 |
| 108:2,4;111:7; | 25;133:23;134:7,11, | 25;135:1,3,4,5,7,8; | class (6) | colleagues (1) |
| $115: 17 ; 120: 16,22$ | $13,15,18,23 ; 135: 16$ | $136: 2,6,7 ; 137: 6,12$ | 77:8,9;79:7;82:18, | $121: 18$ |
| certificate (1) | 20,25;136:4,9,11,15; | 138:11,15,16;140:17, | 18;83:8 | collected (1) |


| 33:17 | 46:17,23;50:15;53:9; | 133:5;135:3 | 81:15 | conviction (14) |
| :---: | :---: | :---: | :---: | :---: |
| COLLEGE (3) | 55:2,15,18,23;57:21; | conducting (2) | constructive (1) | 95:12;97:5;101:5, |
| 73:14,17;75:12 | 64:12;106:1 | 33:5,6 | 16:19 | 11,22;102:16;104:23, |
| combining (2) | compared (2) | conference (1) | consulting (1) | 25;107:17;109:20; |
| 58:3,3 | 47:11;85:3 | 87:17 | 110:5 | 114:11;115:15; |
| comfortable | comparing (1) | conferences (1) | contact (4) | 120:8;126:18 |
| 121:13 | 45:19 | 34:5 | 53:23;109:1 | cooperate (1) |
| coming (9) | comparison (1) | confident (3) | 21:7;125: | 86:25 |
| 14:8;32:19,20; | 30:1 | 27:13,23,25 | contacted (1) | cooperating (1) |
| 65:7;69:9,12,21;95:8, | competition (2) | confinement (2) | 88:11 | 50:20 |
| 8 | 63:15,19 | 101:8;105:25 | contained (1) | cooperatively (1) |
| commend (2) | competitiveness | conflict (1) | 104:12 | 23:15 |
| 64:23;86:22 | 64:25 | 13:20 | contend (1) | coordinate (1) |
| comment (6) | compilation (2) | conflicting (1) | 111:13 | 35:16 |
| 143:9;145:23,23, | 131:4,12 | 89:13 | contends (1) | Coordinator (3) |
| 24;146:25;148:7 | complaint (1) | confused (2) | 115:16 | 51:20;62:21;133:3 |
| comments (4) | 125:22 | 66:18;140: | content (3) | coordinators (1) |
| 44:7;52:15;134:8; | complete (2) | confusion (1) | 33:19;35:7;37: | 10:6 |
| 147:1 | 71:21,24 | 5:18 | context (1) | copy (1) |
| commission (1) | completed (4) | Congratulations (1) | 25:22 | 145:22 |
| 124:15 | 38:17;54:14;55:11 | 49:17 | continually (1) | core (5) |
| COMMISSIONER (36) | 72:9 | congruent | 49:14 | 35:20;68:17;82:14; |
| 8:3,5,10,13,17;9:7, | completely (7) | 121:10 | continue | 85:1;140:7 |
| 16,18;10:25;17:13, | 23:24;45:24;78:17 | connected (1) | 16:16;28:15;38:23; | corner (1) |
| 14;18:2;19:19,25; | 23;80:3;108:8,13 | 5:9 | 48:3;55:19;56:15; | 62:5 |
| 22:4;30:12;39:5; | component (1) | connectin | 1,19,20 | corresponding (1) |
| 40:10;48:16;51:22; | 23:16 | 11:19 | 67:2;68:24;115:10, | 26:12 |
| 71:9;76:12,15,17,21; | componentized (1) | Connie (1) | 18;119:4;128:18,19 | COST (9) |
| 87:11;118:1,3; | 23:12 | 126:22 | continued (3) | 5:2,6;6:2,11,20,24; |
| 140:10,11,15;148:22, | compounds (1) | consider (7) | 73:2;125:10,1 | 7:13,25;11:25 |
| 24;149:1,3,11 | 34:23 | 6:13;49:1; | continues (1) | count (2) |
| commit (8) | compromising | 101:2;108:9;113:20; | 41:12 | 99:16;107:21 |
| 97:9,12;99:18,23; | 98:6 | 118:8 | continuing (2) | counts (2) |
| 103:12;109:5; | computer (8) | CONSIDERATION (42) | 36:9;39:3 | 99:13,14 |
| 111:10,19 | 39:19;136:14,22, | 5:2,5;11:25;12:11, | continuous (1) | county (1) |
| commitment (3) | 22;148:17,20;149:21, | 13;13:1,4;16:10; | 24:2 | 47:15 |
| 27:17;66:11;81:15 | 24 | 49:4,15;51:13,17 | continuously (1) | couple (6) |
| committed (2) | concealed (1) | 71:1,5;73:13,16; | 24:19 | 24:22;61:6;81:21 |
| 47:21;140:3 | 98:20 | 75:11,23;76:1;87:23; | contract (3) | 84:17;119:16;127:20 |
| Committee (16) | concern (5) | 88:1;92:6,9;93:11, | 22:12;53:15,19 | course (6) |
| 13:22;14:4;15:21, | 79:10;83:2;118:23 | 13;108:5,8;123:3,6,8; | contractors (1) | 45:1;90:24;102: |
| 24,25;16:11,16; | 130:24;143:14 | 129:21,25;131:16,23; | 10:9 | 129:8;133:14;141:13 |
| 17:11,15;18:4,4,8; | concerned (3) | 145:13,16;146:14,17; | contribution (1) | courses (2) |
| 69:12,18;70:8,8 | 72:8;83:14;104: | 147:17,24;148:17,20 | 46:25 | 140:7;142:24 |
| committees (1) | concerning (2) | considered (1) | contributions (1) | COURT (6) |
| 13:24 | 16:6;120:16 | 118:11 | 47:3 | 57:2;96:7,11 |
| committing (1) | concerns (1) | consistently (1) | contributory (1) | 100:6;125:12,24 |
| 66:22 | 80:1 | 24:12 | 61:22 | courts (2) |
| common (1) | concluded (2) | consolidating (2) | control (1) | 54:6,8 |
| 26:5 | 119:16;150:2 | 15:7,22 | 11:7 | cover (3) |
| communicating (2) | conclusion (3) | conspiracy (24) | conversation (5) | 29:2;40:12;78:7 |
| 43:13;47:22 | 98:16;104:3; | 97:9,11,12,24,25; | 53:13;55:5;58:23; | covering (1) |
| communication (7) | 117: | 99:2,16,17,17,22,23; | 70:9;82:2 | 29:1 |
| 14:9,9,11;18:24; | conditions (1) | 103:5,11,19;104:22; | conversations (4) | Crane (2) |
| 55:5;66:12;79:19 | 17:19 | 109:5,17;111:9,19; | 14:21;17:21;30:6; | 50:3,10 |
| Communications (1) | conduct (19) | 113:10,22;115:19; | 36:15 | CRCT (2) |
| 14:4 | 90:4,5;97:25; | 116:21,24 | conversion (5) | 98:21;99:1 |
| communities (2) | 98:12;103:18;104:4; | constantly (2) | 46:9;142:11,14 | create (4) |
| 64:11;72:5 | 109:11;110:7,10,11; | 27:1,8 | 144:4,8 | 26:8,12,25;27:11 |
| community (23) | 111:17;113:9,19,21; | constituting (6) | conveying (1) | created (1) |
| 14:10,10,12,17,20 | 116:24;133:16; | 97:25;103:18; | 79:12 | 26:23 |
| $16: 24 ; 17: 6,6,15$ | 134:5;135:14;138:20 | 113:10,21;116:20,24 | convicted (3) | creating (2) |
| 19:22;20:5;31:10; | conducted (2) | constitution (1) | 95:10;97:22;100:2 | 27:7,18 |


| creation (1) | 77:25;81:10 | declined (1) | 41:25 | diligence (1) |
| :---: | :---: | :---: | :---: | :---: |
| 26:5 | data-driven (2) | 92:17 | detailed (1) | 40:23 |
| crimes (2) | 58:23;59:23 | declining (2) | 102:24 | direct (1) |
| 99:11,18 | date (2) | 89:3;92:13 | details (1) | 45:4 |
| criminal (10) | 20:12;26:3 | deconstruct (1) | 15:23 | directing (2) |
| 97:8,8,9,11; | Davis (2) | 26:9 | determination (6) | 98:13;103:25 |
| 102:13;103:23; | 49:21;50:7 | deep (2) | 86:18;133:15,16; | direction (2) |
| 107:19;120:7,11; | Davis- (1) | 37:10;45:23 | 134:4;135:14,15 | 37:8;65:21 |
| 126:18 | 117:24 | deeper (1) | determine (4) | directions (1) |
| crisp (1) | DAVIS-WILLIAMS (17) | 87:12 | 20:8;23:17;32:7; | 16:25 |
| 44:22 | 93:12,15,16;95:9; | defer (1) | 74:5 | directive (2) |
| critical (3) | 96:4,19;97:22;98:19; | 52:12 | determined (1) | 8:24;9:3 |
| 22:19;40:17;79:20 | 114:12,14,20,22,25; | deferred (3) | 38:7 | directly (1) |
| criticisms (1) | 115:2;118:8,12; | 101:7,9;102:2 | determiner (1) | 63:21 |
| 41:1 | 122:7 | definitely (1) | 11:5 | Director (1) |
| Cross (1) | Davis-Williams' (2) | 99:3 | developed (1) | 73:18 |
| 71:4 | 104:4;116:17 | degree (2) | 33:8 | directors (4) |
| crucial (1) | day (7) | 71:25;72:10 | developing (3) | 9:24;63:19;65:2,4 |
| 81:5 | 5:15;30:25;31:15; | degreed (1) | 14:6;61:23;71:23 | disability (1) |
| culture (7) | 32:21;35:11;42:13; | 7:2 | development (15) | 32:11 |
| $39: 1,7 ; 58: 24$ | 85:2 | delay (3) | 5:20;9:25;10:3,5,9; | disagree (2) |
| $60: 16,17 ; 62: 7,8$ | days (3) | $86: 14 ; 118: 13,19$ | $11: 17 ; 26: 7 ; 28: 19$ | 97:21;118:25 |
| curious (2) | 29:14;68:9;126:13 | delayed (1) | 36:22;37:15;38:7; | disapprove (1) |
| 18:2;95:6 | dead (2) | 104:18 | 39:6;58:11;147:18; | 16:2 |
| current (2) | 42:9;82:24 | delaying (1) | 148:1 | discharge (1) |
| 67:6;138:16 | deal (2) | 118:8 | developmental (2) | 125:11 |
| currently (3) | 15:4;145:20 | delighted (1) | 33:11;65:10 | disciplinary (2) |
| 25:20;112:25; | dealing (3) | 52:20 | devoted (1) | 36:8,12 |
| 128:8 | 20:24;79:13;84:3 | demonstrate (1) | 22:7 | discipline (1) |
| curriculum (13) | Dean (20) | 90:22 | DHS (6) | 34:3 |
| 23:2,3;25:11,24; | 22:5;51:3,5; | denial (1) | 5:19;8:22;10:3; | disclose (1) |
| 26:21;27:24;28:1,2; | 115:22,23,25;116:2, | 139:12 | 11:1;89:16,24 | 92:18 |
| 32:9;60:2;63:3,4; | 5,13;129:12;130:10; | denied (6) | diagnosis (1) | disconnect (1) |
| 142:24 | 134:10,12,15;141:19, | 126:15;135:10; | 114:17 | 68:1 |
| Curtis (4) | 21;143:24,25;148:12, | 138:17;140:8,11,23 | dialogue (1) | discontinued (1) |
| 137:11,14,15 | 13 | Dennis (1) | 63:25 | 53:19 |
| 138:1 | Debbie (1) | 14:23 | Diane (2) | discussed (2) |
| custody (1) | 14:13 | Department (22) | 114:21,22 | 44:9;71:12 |
| 109:11 | December (7) | 10:15;11:15;68:24; | difference (2) | discussion (4) |
| CUT (12) | 28:11;59:14,17; | 73:19;77:16;87:5; | 78:12;79:10 | 87:18;119:8; |
| 73:14,17,24;74:11, | 94:11;133:17; | 90:6,12;93:23;94:4; | differences (2) | 123:13;148:14 |
| 12,14,22;75:1,13,14; | 135:15;149:22 | 98:9,131:6,25; | 68:7;80:15 | discussions (2) |
| 86:8,18 | decide (5) | 136:19;145:13,16; | different (21) | 18:6;66:15 |
| cycle (1) | 52:10;79:15,20; | 146:3,14,18;147:17, | 10:11;11:16;13:24; | dismiss (1) |
| 28:15 | 110:1;111:3 | 25;149:17 | 16:25;33:24;35:14; | 110:13 |
| D | decided (1) | departments (3) | 42:21;45:24;52:22; | dismissal (1) |
| D | decidin | Department's (1) | $\begin{aligned} & 65: 2 ; 75: 6 ; 77: 5,1 \\ & 15 ; 84: 24 ; 92: 18 \end{aligned}$ | dismissed (2) |
| Dabner (14) | 106:25 | 85:22 | 120:7,15,17;121:12, | 124:19;125:13 |
| 52:4,9,13,16,17,19, | decision (20) | depending (5) | 12 | disposition (2) |
| 20;54:1,8,12,17,20, | 16:17,17;17:8; | 68:5;74:16;77:13, | differentiate (1) | 104:18;106:18 |
| 21;56:21 | 21:17;45:5;65:5 | 23;95:17 | 83:3 | disqualifies (1) |
| daily (1) | 69:15;86:9;107:7 | described (1) | differently (1) | 95:12 disqualifying (14) |
| $\begin{gathered} \text { 127:23 } \\ \text { DANNA (2) } \end{gathered}$ | $113: 15 ; 117: 22 ;$ $118: 8 \cdot 119 \cdot 22,23$. | $89: 1$ | $72: 22$ | disqualifying (14) <br> 92.16.19.93.19. |
| $\begin{gathered} \text { DANNA (2) } \\ 92: 7,10 \end{gathered}$ | $118: 8 ; 119: 22,23 ;$ $133: 13 ; 135: 12 ;$ | $\begin{aligned} & \text { desegregate (1) } \\ & 35: 17 \end{aligned}$ | $\begin{aligned} & \text { differing (1) } \\ & 75: 5 \end{aligned}$ | $\begin{aligned} & \text { 92:16,19;93:19; } \\ & 95: 10,23 ; 98: 1 ; 99: 3 ; \end{aligned}$ |
| data (25) | 138:18;139:3,4,9 | deserves (1) | difficult (4) | 103:13;116:23; |
| 15:5;34:24,25; | decision-making (1) | 110:2 | 15:17;23:23;79:14; | 118:18,21;130:20,21; |
| 35:1,12,13,17,23; | 64:2 | desired (1) | 85:24 difficulty | 131:17 distinction (1) |
| 37:11,13,22,22; | decisions (9) | 44:8 | difficulty (2) | distinction (1) |
| 38:10,15,20,22; | 31:14,23;35:18; | despite (1) | 79:12;85:21 | 75:8 |
| $39: 14 ; 43: 6 ; 45: 15,21$ | 50:14;63:25;64:1,6; | 89:21 | digging (1) | distinguish (1) |
| 66:4;68:15;74:17; | $65: 8 ; 121: 23$ | detail (1) | $37: 10$ | $67: 18$ |

distract (3)
61:9,18;62:3
distracted (1)
61:16
distracting (3)
61:12,14;62:19
distraction (3)
43:17,18;61:21
distress (17)
17:1,20;18:4; 20:25;44:12;49:2,5, 10,12,16;51:2,14,18; 53:8;55:1;69:18; 127:5
Distressed (3)
14:22;15:1;24:11
district (58)
5:17,24;12:12,15;
13:1,4;14:3,11; 15:16;18:25;19:15; 22:23;23:11;24:4; 25:21;26:15,16; 30:23;31:14;40:24, 25;43:14;47:4;48:5, 20;49:1,4,10,18,19; 50:20;51:1,2,13,18; 56:10;60:23,25; 61:15,18,20;62:6,11; 65:23;66:21,24;68:5; 70:1,10;85:13; 127:25;131:11; 133:24;134:1; 142:11,14;144:4,8
districts (13) 46:12;68:8,8; 71:16,18;83:3,11,22, 23;84:1,18;85:8,9
district's (1) 67:4
Ditto (2) 143:16,17
dive (1) 87:12
diverse (1) 16:4
Division (5) 10:3;25:23;49:9; 69:25;133:3
divisive (1) 48:6
documentation (3) 125:24;133:18,20
documents (1) 66:16
dollars (1) 62:23
domains (1) 33:19
done (24) 14:5;15:14,14; 22:6,11,21;24:17; 25:25;34:6;35:9; 36:11;56:21;58:2;

59:18,21,23;60:8; 62:15;64:25;80:11,
16;117:4;126:14; 150:1
Doss (7)
71:4,10,23;72:16,
23,25;73:12
double (1)
29:16
double-blocked (1) 57:15
Doug (1) 136:18
dovetail (1)
16:25
down (15)
15:10;28:15;37:10;
42:8,23;47:1;87:25;
92:8;120:5;136:22;
144:7;145:15;
146:17;147:20;
148:19
down-slope (1)
45:16
Dr (153)
13:19;17:14,22;
18:1;19:17,18;20:11, 15,19,22;21:3,7,12,
15,21;25:7,10,12,17, 19;27:25;28:22;
29:25;30:12,18,18;
32:8;35:20;38:14;
39:20,24;40:3,5,7,8,
21,22;41:7,10;43:1,2,
3,4,18;44:23;51:6,7,
17,23;52:7,8;53:14;
54:22;56:18;60:25;
61:2,3;63:4,18,20;
64:18,19,19,21,21;
65:7;66:5,6,8,8,14;
67:6,8,9,11,17;68:15,
20;69:1,5,7,8,11,14,
17,23;70:4,6,14,15;
71:4,4,10,22;72:16,
23,25;73:2,4,12;
75:14,15;80:21,22;
83:25;84:7,16;86:5,
6;87:4,7;94:13,15,17;
95:2,5,19;96:1;
102:18,19,25;103:3,
9,14;111:11,12;
117:7,11,14,19;
118:15;119:22,25;
120:10,13;121:8,11;
122:12,13;126:22;
135:22,25;143:10,16,
17;144:21,25;145:1,
2,4,9;147:8,10
DRA (1)
33:12
draft (1)
66:16
drive (1)

| 85:19 | 51:20 | enriching (1) |
| :---: | :---: | :---: |
| dropped (1) | electronic (1) | 36:21 |
| 109:18 | 34:8 | enrichment (3) |
| dual (1) | elemental (1) | 59:5;84:25;85:5 |
| 36:20 | 23:21 | enrichments (1) |
| due (2) | elementary (20) | 59:10 |
| 40:23;99:19 | 15:8,23;25:14; | enrollment (7) |
| during (10) | 30:19,23,24;31:17; | 15:6;133:10;135:9; |
| 20:7,14;36:7;41:8; | 32:10;35:16;36:1,13; | 138:12;142:18; |
| 72:11;99:1,1;114:18; | 37:23;38:4,20;39:15; | 144:16,19 |
| 125:25;126:2 | 41:17;45:9,11;98:21, | enter (1) |
|  | 25 | 100:6 |
| E | elements | entered |
|  |  |  |
| earlier | Eligibility | enthusiasm (2) |
| 55:21;79:9;150: | 55:23 | 145:7,8 |
| early (3) | eloquent (1) | entire (1) |
| 31:7;78:21;118:24 | 108:2 | 141:9 |
| easier (3) | else (11) | entity (4) |
| 15:15,16;81:7 | 5:22;19:13;38:10, | 5:21,21;133:8; |
| Ed (1) | 15;48:6;60:25;87:15; | 135:7 |
| 147:25 | 100:1;124:2;127:15; | entry (1) |
| educate (1) | 138:1 | 11:18 |
| 11:4 | embedded (1) | Environmental (2) |
| Education (27) | 31:10 | 10:13;17:23 |
| 11:15;23:8;31:4, | embodiment (1) | equitable (1) |
| 23;56:14;65:19; | 131:14 | 7:7 |
| 71:25;73:19;81:14, | employees (1) | err (1) |
| 17;98:9;133:12; | 50:15 | 107:9 |
| 135:11;136:19; | employing (1) | erring (2) |
| 137:4,12;138:9,18; | 44:1 | 107:5;121:6 |
| 144:12;145:14,17; | employment (3) | especially (2) |
| 146:15,18;147:18; | 93:21;95:13;106:4 | 21:10;82:11 |
| 149:17,22,25 | empowered (1) | essential (1) |
| Educator (8) | 58:17 | 50:10 |
| 71:9,10,13;72:11; | en (3) | establish (1) |
| 89:3;102:4;114:3; | 148:22,24,25 | 89:5 |
| 117:21 | encounter (1) | established (1) |
| educators (1) | 23:22 | 32:1 |
| 74:1 | encourage (6) | et (1) |
| EdWeek (1) | 10:21;11:9;46:14; | 98:4 |
| 79:4 | 82:6;85:9;112:19 | ethics (1) |
| effect (1) | encouragement (1) | 102:22 |
| 65:23 | 30:4 | evaluate (1) |
| EFFECTIVE (5) | end (11) | 80:8 |
| 49:2,5;59:4; | 16:13;56:16;63:10, | evaluating (1) |
| 141:13,16 | 11;66:20;72:7;94:20; | 10:1 |
| effectiveness (3) | 105:22;106:22; | evaluation (2) |
| 18:17;58:15;71:10 | 113:25;120:5 | 10:18;33:15 |
| effort (2) | endeavor (1) | even (18) |
| 50:16;67:3 | 43:8 | 14:6;22:8;24:10 |
| efforts (3) | energy (1) | 34:22,22,23;39:11; |
| 18:17;47:1;67:5 | 57:18 | 54:10;68:6;84:7; |
| eight (2) | engaged (1) | 90:2;103:20;104:18; |
| 21:17;76:20 | 38:3 | 106:7;108:20; |
| Either (5) | Engagement (2) | 111:24;118:6;119:8 |
| 38:11;107:4; | 14:12,17 | evening (1) |
| 108:13,21;115:20 | engaging (1) | 126:22 |
| elaborate (1) | 55:15 | events (1) |
| 41:9 | England (1) | 57:25 |
| elated (1) | 56:2 | eventually (1) |
| 59:16 | enhance (1) | 15:10 |
| Elbert (1) | 31:7 | everybody (4) |


| 15:17;64:1;76:18; | explains (1) | falls (1) | 24:7;30:15;37:17; | five- (1) |
| :---: | :---: | :---: | :---: | :---: |
| 85:6 | 131:12 | 74:13 | 76:22;84:13;136:20 | 138:25 |
| everyone (2) | explanation (5) | falsify (2) | fifth (1) | five-year (2) |
| 50:18;79:21 | 6:16;22:3;89:10; | 98:14;103:25 | 90:21 | 55:12;72:15 |
| evidence (1) | 99:7;100:20 | falsifying (2) | figure (3) | fix (1) |
| 89:5 | exploration (1) | 98:13;103:2 | 18:20;81:1 | 60:13 |
| exactly (3) | 73:3 | families (2) | 110:24 | fixed (1) |
| 28:8;38:6;140:13 | expressed (1) | 15:16;57:20 | figured (1) | 91:2 |
| examination (2) | 79:9 | far (9) | 131:21 | Flanagan (2) |
| 98:15;104:2 | expunged | 7:6;10:13,17; | figures (1) | 133:25;134:2 |
| example (1) | 107:21 | 37:12;46:10;47:1 | 15:6 | flat (2) |
| 108:25 | extended (2) | 63:2;72:7;131:15 | filed (2) | 9:20,20 |
| examples (2) | 53:14;64:3 | fashion (1) | 54:10;93:2 | flexibilities (1) |
| 29:20;45:22 | extensive (1) | 107:12 | files (1) | 82:10 |
| exams (1) | 27:16 | Fast (1) | 116:8 | fluctuate (1) |
| 78:20 | external (1) | 60:9 | final (19) | 75:8 |
| excel (1) | 53:20 | faster (1) | 56:5;93:25;94:5, | fluff (1) |
| 29:19 | extra (3) | 149: | 24;104:17;106:17; | 41:15 |
| excellence (5) | 8:1;72:9;77:8 | favor (26) | 121:14;145:13,16; | focus (18) |
| $30: 7 ; 146: 15,19$ | eye (1) | 12:7,21;48:23; | 146:2,4,14,18;147:5, | 16:18;18:12;26:4; |
| $147: 18 ; 148: 1$ | $22: 17$ | 51:8;70:16;73:8; | $8,9,17,24 ; 148: 5$ | 27:11,15;31:1;33:7, |
| exceptional (1) | eyes (1) | 75:19;87:8;92:2; | finally (1) | 9;36:4;38:21,22; |
| 56:14 | 121:22 | 93:7;105:24;121:24; | 100:8 | 44:13,14;58:13; |
| excited (9) |  | 122:9;129:14; | finance (1) | 65:17,18;81:8; |
| 19:9;32:25;52:21; | F | 132:10;134:16; | 56:13 | 110:10 |
| 57:10,17;58:9,24 |  | 135:17;136:2 | financially (2) | focused (4) |
| 59:12,15 | facilitator | 139:19;142:1;144:1; | 5:24;10:22 | 41:8;43:19;47:23; |
| excuse (3) | 36:21 | 145:9;146:11; | find (8) | 68:16 |
| 73:22;97:24 | facilitators (4) | 147:13;148:14; | 14:1;35:1,2,3; | focuses (2) |
| 100:19 | 26:18;27:3;35:15; | 150:13 | 37:18;85:8;105:13; | 17:2;43:12 |
| excusing (1) | 36:3 | fear (1) | 110:10 | focusing (2) |
| 87:14 | Facilities | 106:10 | finding (3) | 41:20;56:14 |
| exercise (3) | 15:3,20 | feat (1) | 43:16;58:7;89:16 | folks (6) |
| 133:14;135:13; | facility (1) | 27:12 | finds (1) | 13:12;16:5;66:9 |
| 138:19 | 55:9 | February (5) | 107:8 | 72:4;85:23;121:19 |
| exist (2) | fact (9) | 66:2;69:9;70:10, | fine (4) | follow (3) |
| 10:6;105:4 | 5:11,20;11:19 | 21,23 | 6:14;103:17;106:2; | 94:22;105:25; |
| exists (1) | 18:7;58:17;83:21; | Federal (1) | 139:3 | 114:7 |
| 89:6 | 90:4;98:21;127:1 | 62:21 | finished (2) | following (1) |
| exit (1) | factor (1) | feedback (12) | 27:1;32:24 | 52:2 |
| 45:19 | 61:22 | 16:3,5,7;34:11,14 | finishes (2) | follow-up (3) |
| expect (1) | factors (3) | 17,22;38:18;53:22 | 142:6;149: | 52:14;54:23; |
| 37:4 | 17:24;131:14,16 | 55:9;57:7;136:23 | fire (1) | 112:21 |
| expectation (3) | Facts (3) | feel (21) | 29:24 | form (3) |
| $7: 5 ; 10: 7 ; 27: 18$ | 60:9;89:19;104:4 | 15:20;27:13,23,25 | first (34) | 16:17,18;107:11 |
| expectations (3) | faculty (1) | 37:6;39:13;48:8; | 5:15;11:24;20:20, | format (1) |
| 79:22;83:12;150:2 | 50:15 | 50:7;62:18;66:12,14; | 23;22:20,25;33:6; | 67:18 |
| expected (1) | failed (1) | 74:16;81:23;87:18; | 37:1,3;38:19;42:7; | formation (1) |
| 11:13 | 23:17 | 105:7,10;119:25; | 43:3;45:22;51:25; | 33:20 |
| expedient (1) | fails (1) | 120:3,17;121:13; | 52:24;53:6;55:20; | formative (2) |
| 49:18 | 88:24 | 143:11 | 57:10;58:5;67:17,20; | 26:5;27:23 |
| expenditures (1) | failure (3) | feeling (2) | 74:21;76:22;78:20; | forms (1) |
| 49:13 | 23:22;28:7;89:2 | 67:25;88:14 | 82:20,21;100:3,25; | 45:4 |
| expenses (1) | failures (3) | feels (4) | 102:20;109:17; | FORT (7) |
| 9:14 | 23:10,19,20 | 20:3;117:7,14; | 125:12;126:25; | 132:18,19,22; |
| experience (1) | fair (2) | 118:24 | 136:14;138:7 | 133:6,9,24;134:1 |
| 72:3 | 62:20;119:24 | fell (1) | FISCAL (10) | forth (1) |
| expire (1) | fall (10) | 74:13 | 49:1,5,8,10,12,16; | 52:4 |
| 54:15 | 28:14;57:7;74:19, | felony (1) | 50:9;51:2;70:8,13 | forum (2) |
| expires (2) | 23;75:5;82:15,22; | 124:12 | five (10) | 55:3,15 |
| 55:13;94:11 | 92:14;98:13;103:24 | felt (3) | 5:13,18,21,23;37:9, | ForwARd (23) |
| explain (2) | falling (2) | 58:10,17;127:3 | 16;55:13;63:19; | 16:23;17:5;18:13; |
| 9:16;139:22 | 74:20;78:19 | few (6) | 102:15;125:3 | 27:9;28:20;38:9,19; |


| $\begin{aligned} & 39: 24 ; 42: 15 ; 50: 1 \\ & 64: 9,11,13 ; 74: 10 \end{aligned}$ | $\begin{aligned} & 9: 1 ; 132: 18,22 ; \\ & 133: 6,7 \end{aligned}$ | $\begin{aligned} & 74: 9,10 ; 88: 23 \\ & 145: 14,17 ; 146: 5,15, \end{aligned}$ | $\begin{gathered} 30: 8 \\ \text { guess (12) } \end{gathered}$ | 98:2 <br> heading (1) |
| :---: | :---: | :---: | :---: | :---: |
| $\begin{aligned} & 77: 19 ; 83: 19 ; 89: 9 \\ & 102: 17 ; 110: 1 ; 111: 4 \end{aligned}$ | G | $\begin{aligned} & 19 ; 147: 18,25 \\ & \text { Governor (2) } \end{aligned}$ | $\begin{aligned} & \text { 10:23;28:6;63:15; } \\ & \text { 69:11;79:9;89:12; } \end{aligned}$ | $\begin{gathered} 87: 20 \\ \text { heads }(2) \end{gathered}$ |
| 125:3;127:16,25 |  | 107:22;149:2 | 0:20;117:15,22; | 19:20;118:22 |
| found (8) | game (1) | Governor's (1) | 119:17,19;121:11 | health (2) |
| 29:17;101:20; | 127:4 | 8:18 | guides (3) | 31:9;120:14 |
| 102:20;104:11; | gave (6) | grace (1) | 23:3;28:2,3 | hear (5) |
| 105:16;106:13; | 38:18;39:18;57:7, | 46:14 | guilty (6) | 41:9;83:15;108:12; |
| 111:25;126:10 | 9;98:22;125:23 | grade (17) | 101:20;104:11; | 119:4;150:19 |
| foundational (1) | general (4) | 31:20;36:10;37:2 | 105:12;106:13; | heard (9) |
| 33:21 | 15:20;16:11;80:8; | 38:5,8;45:1,1,6,17; | 111:25;121:2 | 26:16;29:9;34:25; |
| four (8) | 97:11 | 46:2,3;74:16;75:6; | guinea (1) | 35:3;55:21;64:8; |
| 30:25;31:4;33:5; | Gentlemen (1) | 77:23;98:14;103:25; | 43:7 | 69:25;110:17;138:23 |
| 47:10;64:4;90:15; | 142:5 | 104:1 | gut (3) | hearing (19) |
| 91:8;125:19 | Georgia (32) | grades (8) | 117:7,10,1 | 88:4,12,15,24,25, |
| four- (1) | 97:6,23;98:10; | 33:2;98:14;133:9; | guy (1) | 25;89:4;91:16;92:12, |
| 72:9 | 104:10,11;111:24 | 135:9;138:12;141:7; | 49:22 | 14,17;96:22;117:20; |
| four-and-a-half (1) | 112:5,15,19,22; | 142:18;144:15 | guys (2) | 119:12;121:17; |
| 64:4 | 113:1;115:15;116:3, | grading (2) | 67:14;106:24 | 133:16;134:5; |
| fourth (1) | 18;123:15,16,21; | 98:16;104:3 |  | 135:14;138:20 |
| 109:16 | 124:11,13,14,21; | grandmother (1) | H | hearings (2) |
| four-year (2) | 125:1,8,9,9,13,21; | 46:13 |  | 133:5;135:3 |
| 71:25;89:20 | 126:1,7;128:11,14,24 | grant (11) | half (1) | Heart (2) |
| Frankly (1) | Georgia's (1) | 39:5,7,8;92:22; | 8:19 | 53:20;54:5 |
| 18:11 | 100:3 | 128:8;129:12;130:7, | hall (2) | HECTOR (6) |
| free (2) | gets (2) | 7,25;131:24;132:16 | 13:9;91:6 | 49:1,4,9,18;51:1,2 |
| 87:18;108:8 | 7:14;128:14 | granted (5) | hallway (2) | heinous (1) |
| frequently (2) | given (13) | 8:10;88:7;126:2 | 35:2;89:20 | 106:15 |
| 23:21;114:2 | 74:4;89:25;90:3; | 129:17;132:13 | hand (2) | help (22) |
| fret (1) | 93:21;98:15;103:25; | granting (1) | 124:2,3 | 13:13;14:19;17:9; |
| 23:24 | 104:1;105:15;107:6, | 131:17 | hands (3) | 26:8;28:14,16,16,20; |
| front (3) | 8;117:5;122:7; | gratifying (2) | 47:2;60:7;96:6 | 29:23;30:9;31:22; |
| 47:8;58:4;149:18 | 138:23 | 47:4,18 | hang (1) | 36:14;39:7;47:4; |
| fronts (1) | giving (9) | great (19) | 76:12 | 48:10;64:12;67:14; |
| 42:21 | 7:19;16:3,4;34:15 | 15:4;19:8,15; | hanging (1) | 81:11;84:12;89:25; |
| frustrated (1) | 43:6;79:3;88:8; | 27:22;30:23;39:8; | 104:15 | 94:8;142:10 |
| 66:21 | 108:25;126:23 | 40:8;41:4;50:13,14; | happen (4) | helpful (4) |
| full (5) | glad (1) | 55:5;57:7;59:15; | 40:16;80:19;95:20; | 14:2;25:5;46:16,20 |
| 5:14;21:1;65:24; | 48:11 | 60:11;110:6;112:18; | 119:3 | helping (3) |
| 69:13,21 | Glasgow (1) | 127:11,12,25 | happened (3) | 19:10;32:16;46:10 |
| fully (4) | 14:23 | greatest (1) | 18:11,19;32:18 | helps (1) |
| 58:5,7;61:13;78:24 | glasses (1) | 56:9 | happening (2) | 48:8 |
| fund (2) | 85:18 | Greg (5) | 18:17;48:8 | Henderson (1) |
| 8:25;49:13 | gloss (1) | 13:9;49:3,7;130:1; | happens (1) | 19:2 |
| fundamental (2) | 40:16 | 131:2 | 32:4 | Henry (1) |
| 42:12;118:23 | goal (1) | ground (1) | happy (4) | 52:3 |
| fundamentally (1) | 27:14 | 113:20 | 42:19;44:7;56:17; | here's (1) |
| 42:12 | goes (4) | grounds (12) | 72:16 | 30:6 |
| funded (3) | 10:16;68:4;76:6 | 98:5;103:21;104:5; | hard (7) | high (17) |
| 9:21;10:20;67:2 | 107:1 | 111:14;113:17,18,20; | 18:23;22:13,22; | 11:11;24:6,9,13; |
| funding (10) | Good (30) | 115:16,19;116:16,20; | 40:13,15;86:23;91:1 | 57:14,15;73:21;74:3, |
| 6:10;7:10,12,18; | 13:6,7,17,18;14:9; | 117:1 | harm (4) | 18;77:25;84:11; |
| $\begin{aligned} & 9: 3 ; 10: 9 ; 12: 11,14 \text {, } \\ & 15: 67 \cdot 4 \end{aligned}$ | 16:5;18:10;25:17,18; $43 \cdot 6,12 \cdot 47 \cdot 8 \cdot 50 \cdot 7$. | group (14) | $79: 6,17 ; 83: 24$ | 127:5;131:7;144:6, |
| $\begin{aligned} & 15 ; 67: 4 \\ & \text { funds }(2) \end{aligned}$ | 43:6,12;47:8;50:7; 52.18.57.1, $3 \cdot 61 \cdot 4$. | 14:12,13,14,17,22; | 120:4 | $10,14,23$ |
| $\begin{aligned} & \text { funds (2) } \\ & 5: 20 ; 8: 17 \end{aligned}$ | 52:18;57:1,1,3;61:4; 63:25;65:12;66:12; | $\begin{aligned} & 15: 11 ; 16: 23,23 ; \\ & 19: 20 ; 45: 20 ; 58: \end{aligned}$ | Harvey (4) 51:17, | high-achieving (1) 45:18 |
| furnished (1) | 67:11;71:8;73:18; | 75:7;77:12;86:23 | Harvey's (1) | higher (1) |
| 131:4 | 79:17;88:8;96:20; | groups (3) | 80:13 | 47:15 |
| further (6) | 115:4;126:22;136:18 | 17:3;84:25;85:4 | HATHORN (3) | highlight (1) |
| 42:10;100:14; | Gotcher (1) | grow (3) | 126:22,23;127:15 | 61:6 |
| 115:7,21;117:2,5 | 143:10 | 57:9;60:12;72:4 | head (4) | highly (1) |
| future (5) | governing (10) | growth (1) | 11:1;19:24;21:11; | 47:14 |

Hill (4)
49:24,25;50:10,21
hired (6)
10:15;59:13;
114:18;115:5;
127:19,20
hires (1)
127:9
history (2)
89:23;90:18
hold (2) 78:10;89:4
holding (1) 81:13
holiday (1) 56:4
home (3) 32:15,16;112:4
hope (10) 22:10;24:23;42:15; 43:22,24,25;73:15, 18;76:12;87:14
hopeful (2) 8:24,25
hopefully (1) 119:23
hoping (1) 14:24
horizontal (1) 36:9
horse (3) 42:9;82:24;106:21
hotline (3) 89:17,24;91:8
Houghton (1) 33:21
hour (1) 26:7
hours (3) 10:8;64:3;106:1
housekeeping (2) 136:14,20
huge (2) 19:14;83:15
Human (2) 10:15;56:13
hump (1) 81:4
hurry (2) 50:12;149:6
$\mathbf{I}$
idea (4)
72:19;73:3;85:24; 126:8
ideas (7) 14:2,6,7,8;16:6,6, 24
identified (5)
32:10,14;37:9; 38:4;56:8
identify (5)

17:19;33:22;37:12; 127:16;136:25
identifying (2) 28:17,18
IEP (1)
114:18
II (1)
37:25
ill (1) 5:17
illnesses (2) 68:8,9
imagine (1) 29:19
immediate (1) 120:15
impact (4) 19:15;29:12;65:6,9
imply (1) 7:25
importance (1) 40:17
important (11) 17:16,17,18;22:19; 24:3,4;44:18;77:9; 80:23;100:1;148:1
imposition (2) 102:8;104:18
impressed (1) 58:21
impression (1) 82:3
improve (8) 18:23;24:10,20; 36:15;39:7;42:17; 44:4;90:5
improved (2) 41:2;42:13
improvement (24) 24:2,25;35:19; 36:19;39:10;51:21; 59:13;61:4,5,21,22; 62:13,23;76:7,10,24; 77:1,14,21;78:9,12; 80:25;126:4;127:6
improvements (1) 127:22
improving (1) 60:18
inaccurate (1) 109:20
inadequate (1) 89:17
inadequately (2) 90:3,19
inception (2) 8:15;9:21
incident (2) 90:18;125:11
include (1) 98:6
included (1) 68:19

| includes (1) | 100:7 | 121:9 |
| :---: | :---: | :---: |
| 133:19 | innocent (2) | intervene (3) |
| including (3) | 102:20;105:16 | 27:6;29:7;108:11 |
| 33:19;55:17;66:15 | innovation (2) | intervening (1) |
| incorporating (1) | 46:9;72:24 | 42:4 |
| 147:3 | input (2) | intervention (4) |
| INCREASE (13) | 11:9;53:9 | 28:18;32:13;59:5; |
| 5:3,7;6:2,20,25; | in-school (1) | 82:21 |
| 7:13,25;8:14;9:2; | 45:8 | interventions (4) |
| 12:1;14:8;60:15; | insist (1) | 35:22;41:10;42:13; |
| 144:18 | 110:8 | 59:10 |
| incredibly (1) | insisted (1) | interviewed (3) |
| 84:10 | 23:10 | 58:22;59:13;127:1 |
| incremental (1) | inspire (1) | into (17) |
| 32:24 | 48:4 | 6:8;7:5;16:9;19:1; |
| indexes (1) | instead (1) | 37:10;45:2;57:18; |
| 47:13 | 39:19 | 67:21;77:12;87:13; |
| indicating (1) | Institute (1) | 102:1;108:8;127:5, |
| 65:22 | 32:25 | 21;131:16;140:20; |
| indication (1) | instruction (24) | 149:9 |
| 130:22 | 10:25;14:24;18:24; | introduce (1) |
| indicator (2) | 23:5;25:24;26:9,13; | 52:4 |
| 67:24;68:18 | 27:10;32:5;34:17,18, | introduction (2) |
| indicators (1) | 21;35:18,20;36:2,6; | 96:23;139:1 |
| 44:15 | 37:19;77:8,10;82:14, | invested (1) |
| indicted (1) | 19,20;83:18;85:1 | 72:6 |
| 99:12 | instructional (4) | investigate (1) |
| indictment (4) | 31:19,23,24;59:22 | 114:7 |
| 98:20;99:13;104:7, | instructions (2) | investigator (1) |
| 9 | 59:25;60:1 | 125:21 |
| individual (7) | instructive (1) | invited (3) |
| 35:5;65:4;98:15; | 44:11 | 53:8;56:3;67:2 |
| 99:11,14;104:2; | instructor (1) | involved (7) |
| 109:15 | 10:18 | 15:18,19;50:18; |
| individualized (2) | insure (3) | 55:15;109:13; |
| 81:3;83:18 | 34:15;36:5;38:23 | 114:17;139:5 |
| individually (1) | intend (2) | involving (1) |
| 10:11 | 86:12;123:24 | 24:24 |
| individuals (3) | intends (1) | irrespective (1) |
| 71:17,24;138:4 | 124:2 | 95:13 |
| indulge (1) | intense (1) | issue (12) |
| 24:23 | 34:10 | 15:22;58:15;61:15; |
| ineligible (1) | intensive (1) | 67:22;80:24;81:12; |
| 93:20 | 26:7 | 91:7;100:25;102:19; |
| inform (1) | intent (3) | 108:23;118:22;139:4 |
| 48:3 | 66:18;103:19; | issued (1) |
| information (14) | 112:8 | 149:23 |
| 15:5;38:18;52:15; | intentional (8) | issues (12) |
| 76:23;80:5,6,14; | 27:11;28:4;45:8; | 15:6;22:8,8,9; |
| 91:9;98:18;103:11; | 109:11,15,19;110:11; | 25:13;32:14;37:16; |
| 106:10;114:2,6; | 111:17 | 42:18;63:23,24; |
| 119:10 | intentionally (2) | 67:16;118:17 |
| informational (1) | 24:2;98:6 | item (20) |
| 78:10 | interested (2) | 11:24;26:23;48:14; |
| informative (1) | 45:14;71:23 | 51:16;69:4;71:3; |
| 35:18 | interesting (2) | 74:21;76:6,13,19,20, |
| informed (2) | 45:16;68:18 | 22;87:2;92:9;133:19, |
| 17:8;92:13 | interface (1) | 21;134:9;136:13,24, |
| initial (2) | 28:3 | 25 |
| 64:22;104:23 | interim (6) | items (3) |
| initiative (1) | 26:14;27:10;28:9; | 6:13;61:6;133:19 |
| 56:12 | 37:1;38:24;39:22 | Ivy (1) |
| innocence (1) | interrupt (1) | 71:8 |


|  | KERRI (3) | lane (2) | 68:24;89:23;109:25; | 143:13 |
| :---: | :---: | :---: | :---: | :---: |
| J | 123:4;127:20; | 18:21,22 | 110:2;111:5;120:20 | licensed (1) |
| J | 130:6 | language (6) | leave (5) | 112:25 |
| Jackson (1) | Kerry (1) | 37:17;80:24;104:7, | 29:5,15;39:3; | licensing (1) |
| 13:19 | 123:9 | 8;109:6,7 | 111:24;112: | 129:8 |
| January (7) | KEY (33) | large (3) | leaving (4) | licensure (9) |
| 20:12,18;53:14; | 8:3,5,10,13,17;9:7, | 23:21;47:3;78:16 | 28:5;29:14;89:23; | 54:15;71:2,7,9,14; |
| 55:8;70:21;126:5; | 16,18;17:14;18:2; | larger (2) | 90:18 | $72: 8 ; 93: 20 ; 95: 12$ |
| 144:14 | 19:25;30:12; | 55:9;84:2 | led (2) | 124:15 |
| Jay (1) | 40:10;43:13;48:16; | last (31) | 17:19;124:10 | lie (1) |
| 83:16 | 51:22;60:14;76:12, | 13:23;36:1,7; | Ledbetter (1) | 86:19 |
| Jennifer (1) | 15,17,21;79:9;87:11; | 38:17;39:11,17; | 108:1 | liked (1) |
| 88:3 | 118:1,3;140:11,15; | 40:24;44:25;52:16, | left (6) | 59:20 |
| job (2) | 148:22,24;149:1,3,11 | 23,24;53:19;55:2; | 5:22;88:18;89:20; | likely (1) |
| 110:5;126:3 | kick (2) | 61:15,19;65:13; | 90:2,20;125:9 | 83:25 |
| jobs (1) | 19:22,23 | 66:20,23;67:1;73:20, | legal (1) | Likewise (1) |
| 71:22 | kid (1) <br> 81:16 | $\begin{aligned} & \text { 25;74:12,17;76:22; } \\ & 79: 9: 130: 6 ; 133: 18 \end{aligned}$ | $121: 16$ | $24: 8$ |
| judge (3) 100:3•1 | $\begin{gathered} 81: 16 \\ \text { kids (19) } \end{gathered}$ | $\begin{aligned} & 79: 9 ; 130: 6 ; 133: 18 ; \\ & 137: 15,18 ; 144: 11 ; \end{aligned}$ | $\begin{gathered} \text { legislative (1) } \\ 147: 4 \end{gathered}$ | $\begin{aligned} & \operatorname{limited}(2) \\ & 14: 16 ; 18: 14 \end{aligned}$ |
| judgment (3) | 33:16,23;45:20; | 146:25 | Legislature (1) | line (2) |
| 30:4;74:5,7 | 57:16,23;58:3,25; | late (1) | 8:25 | 121:9;138:5 |
| Julie (1) | 59:11;60:7,18;72:2; | 46:24 | less (2) | link (1) |
| 127:18 | 79:11;81:24;83:6,7, | later (2) | 17:22;68:4 | 66:13 |
| July (2) | 13,24;84:24;121:22 | 95:17;119:12 | lesson (1) | linked (1) |
| 127:10;141:13 | kids' (1) | law (11) | 35:8 | 76:19 |
| jumpstart (1) | 60:5 | 20:23;21:9;76:8 | letter (7) | Lio (1) |
| 55:16 | kind (18 | 100:3;107:16,18,20; | 54:9;116:16,19; | $115:$ |
| June (2) 53:15;54 | $\begin{aligned} & 9: 13 ; 16: 4 ; 19: 2 ; \\ & \text { 20:12;31:16;37:4,24; } \end{aligned}$ | laws (2) ${ }^{\text {l2, }}$ | 125:20;126:10, 12,13 letting (1) | 97:6;99:23;108:1 |
| junior (1) | 74:8;80:11;82:7; | 112:16;116:22 | 103:16 | listed (18) |
| 57:14 | 86:6;94:19;103:6; | lawsuit (1) | level (46) | 5:11;97:10,12; |
| jurisdiction (12) | 105:19;113:5,10; | 54:10 | 7:10;25:14;26:16; | 99:18,21;103:20,23; |
| 97:15,19,19; | 120:17;121:23 kindergarten (1) | lawyer (1) | 31:20,24;32:10,15; | 109:4,5,7;110:9; |
| 100:10,14,15;101:2, | kindergarten (1) 11:18 | $\begin{array}{r} 107: 25 \\ \text { lead (1) } \end{array}$ | 33:10;34:16;36:17; <br> 37:23;38:1,4,5;42:9; | $\begin{aligned} & 111: 8,9,10 ; 113: 6,9, \\ & 12 ; 114: 16 \end{aligned}$ |
| 4;109:23;110:18; | kinds (2) | $\begin{array}{r} \text { ead (1) } \\ 21: 16 \end{array}$ | 60:7;61:19;74:6,12, | listening (1) |
| jury (12) | 32:20;82:10 | LEADER (2) | 13,14,16;75:2,4,7,8; | 136:21 |
| $95: 10,11 ; 99: 11$ | knowing (2) | 147:18,25 | 77:5,6,23;78:3,13,13; | lists (1) |
| 100:2;101:4,11,21; | 16:14;74:22 | leaders (2) | 79:5,5,21;81:10;82:5, | 97:8 |
| 104:24;105:2,3,5; | knowingly (2) | 59:3;72:24 | 10,13,15,16,21,22; | literacy (8) |
| 109:22 | 98:13;103:24 | leadership (9) | 85:5,5;86:11 | 24:6;33:3,21; |
| justification (1) | knowledge (1) | 31:19,21;34:24; | levels (13) | 35:24;36:3,8,20; |
| 15:12 | 103:1 <br> Kurrus (20) | $\begin{aligned} & 37: 12 ; 38: 1 ; 54: 24 \\ & 55: 17 ; 62: 2,2 \end{aligned}$ | $\begin{aligned} & \text { 60:5,5;74:20,20; } \\ & \text { 75:6;77:4,20;78:1,8, } \end{aligned}$ | 60:10 <br> LITTLE (35) |
| K | 13:3,6,8, | leadership's (1) | 17,19;80:16;82:5 | 13:1,4;17:4,5 |
|  | 18:9,22;22:1;25:22; | 68:2 | license (73) | 24:22;25:7,21,21; |
| K- (1) | 30:19;34:12;38:13; | leading (1) | 71:22;72:11,16 | 30:20;31:12,13; |
| 33:10 | 40:14;41:24;42:25; | 67:24 | 87:23;88:2;90:7; | 39:18;40:24;44:25; |
| K-12 (1) | 43:18;45:7;46:22; | leads (2) | 92:6,10;93:11,14,24; | 46:3;48:4,20;64:24; |
| 11:3 | 48:1,11 | 43:6;63:16 | 94:5,9,10;95:15;97:5, | 76:23;81:11,20; |
| Kaye (1) | Kurrus's (1) | lead-up (1) | 16;98:6;99:20; | 92:17;98:18;114:16; |
| 5:5 | 48:18 | 20:16 | 100:11;105:15; | 118:24;120:5; |
| keep (5) |  | learn (3) | 108:16;109:23,25 | 126:11;131:7,11; |
| 29:4;32:22;46:4; | L | 23:19;44:3, | 110:5,12,21;112:5, | 140:19,22;141:4,5; |
| 72:1;127:11 |  | learned (2) | 12,16,20,22;113:24; | 149:3 |
| keeping (1) | lack (1) | 55:5,6 | 114:5;115:13;116:3; | lives (3) |
| 86:25 | 97:19 | Learning (11) | 120:3,21;121:1,3,5; | 72:6;112:3;113:24 |
| KEG (2) | lacks (1) | 11:2;22:18;24:13; | 122:19;123:3,8,15, | LIVING (9) |
| 59:25;60:1 | 97:4 | 25:1;27:12;32:11,25; | 18,20,21;124:11,18, | 5:3,6;6:2,11,20,25; |
| Kendra (2) | lady (1) | 40:6;59:3;86:23; | 21,24;126:1,2,5,8,14; | 7:13,25;12:1 |
| 118:1,2 | 127:8 | 133:3 | 128:2,7,9,11,14,21, | Liwo (48) |
| kept (1) | Lance (1) | least (10) ${ }_{\text {l }}$ | 23,24,25;129:4,5,21; $130 \cdot 1 \cdot 131 \cdot 9,10$ | 88:2,3,3;89:8,16; |
| 32:2 | 144:21 | 9:2;17:2,6;39:10; | 130:1;131:9,10; | 90:17;91:7,15,18; |


| 92:11,22;93:15,16, | 67:20;80:18;81:9; | 16:12;23:15;27:14; | 24;8:16;9:6,19;10:2; | 149:8 |
| :---: | :---: | :---: | :---: | :---: |
| 19;94:4,10,22;95:4,9, | 83:4,5,8;84:16; | 31:21;32:14;42:10; | 11:12,22;12:24,25 | mid (1) |
| 21;96:2;97:18,21; | 127:21;131:5 | 47:17;63:23;67:19, | mean (21) | 24:6 |
| 98:3;99:12;102:23; | lots (1) | 20;68:11;71:17;74:6; | 7:24;9:8;19:10; | middle (10) |
| 103:8,17;104:24; | 28:23 | 75:3;79:14 | 43:3,4,5;44:10; | 22:14;24:10,13; |
| 105:3,17,22;106:5,7, | loud (1) | March (3) | 68:14;80:24;81:13; | 45:15,19;57:13; |
| 9;107:3;109:6;110:7; | 150:4 | 54:15;114:8; | 83:4;85:11;105:22; | 140:18,21;141:4,5 |
| 113:5,8,16;114:9; | loves (1) | 142:17 | 107:17;112:15,15; | Mifflin (1) |
| 115:10;116:14; | 131:7 | marvelous (1) | 113:9;117:4;118:16; | 33:22 |
| 122:18;130:19,20; | lowest (1) | 47:13 | 119:16;140:9 | might (18) |
| 132:1 | 24:16 | Mary (3) | meaning (4) | 14:19;25:5;30:20; |
| local (4) | lunch (5) | 5:5;132:25;133:2 | 6:20;7:13;23:1,12 | 31:3,24;32:15;35:1,6, |
| 61:9;62:16;67:3,3 | 48:15;50:23;51:11, | master (1) | means (1) | 6;37:14;42:19;46:16; |
| $\underset{15 \cdot 15}{\operatorname{logically}}(1)$ | 12;55:25 | 57:12 | $\begin{gathered} 30: 5 \\ \text { meantiu } \end{gathered}$ | $64: 14 ; 79: 14 ; 85: 5 ;$ $112: 21 ; 121: 6 ; 134:$ |
| London (2) | M | 59:1 | 121:5 | Milam (1) |
| 56:1,4 |  | mastery (1) | measure (3) | 14:13 |
| long (5) | ma'am (8) | 29:3 | 41:13,19,20 | million (1) |
| 20:25;66:11;71:18; | 7:24;49:20;52:20; | matches (1) | measured (1) | 8:19 |
| 102:15;119:24 | 54:8,12;96:25;113:2; | 26:23 | 79:24 | mind (5) |
| longer (1) | 146:22 | materials | measures (1) | 7:12;25:6;43:22; |
| 121:4 | Madam (12) | 109:12 | 33:13 | 87:1;103:16 |
| look (39) | 13:10;30:12;51:21 | math (7) | mechanics (1) | mindful (2) |
| 7:7,8,21;11:17; | 52:11,17;87:11; | 24:6;35:15,15 | 33:20 | 83:7,21 |
| 15:21;16:3;19:5; | 108:11;130:4; | 36:20;37:22;60:4,8 | meet (7) | mindset (2) |
| 20:24;26:19;27:4; | 136:10;137:1;142:8; | mathematics (1) | 13:23;14:22;16:23; | 28:25;29:13 |
| 29:2,23,25;33:2,3; | 148:2 | 57:15 | 31:24;53:23;57:24; | MINER (3) |
| 35:7,8,17,23;37:2; | MADDOX (7) | matter (17) | 104:5 | 142:12,15,16 |
| 46:7,15,21;47:7,24; | 129:22;130:1,20; | 88:20;95:24;96:3 | meeting (19) | minimize (1) |
| 59:3;61:7;63:7; | 131:3,11,20;132:15 | 97:14,18;101:5; | 22:5,13;36:7; | 15:18 |
| 64:15;72:3;77:4,5, | magic (1) | 104:14,17;105:21 | 45:11;52:16,23;53:3, | minute (4) |
| 15;79:23;82:12;85:9; | 20:12 | 119:5,6,12;127:1; | 11;55:2;116:6,8,10, | 30:22;100:16,19; |
| 86:17;109:21;121:21 | magnet (2) | 129:8,24,24;130:11 | 12;119:4;133:17; | 139:1 |
| looked (8) | 31:1;45:10 | matters (1) | 134:6;135:15; | minutes (14) |
| $28: 1,2 ; 29: 1 ; 37: 21$ | maintain (1) | 118:20 | 138:21;141:5 | 32:2;44:5;57:13, |
| 58:12,13;60:5;115:3 | 10:8 | maximize (2) | meetings (7) | 14;88:5,6;96:23,24; |
| looking (27) | maintains (1) | 18:16,16 | 32:2,4;53:4;57:22, | 123:12,12;125:3,4; |
| 14:6;15:6;16:12; | 100:7 | maximum (5) | 23;64:3;65:3 | 129:19;130:14 |
| 17:22;18:13,13; | major (1) | 133:10;135:9 | MELANIE (2) | misalignment (1) |
| 20:15;24:18,18;27:8, | 22:8 | 138:12;142:18 | 87:24;88:2 | 30:5 |
| 9,18;35:10,12;58:6; | MAJORITY (1) | 144:16 | Melody (1) | misbehaving (1) |
| 59:8;60:4;62:9; | 122:10 | may (44) | 50:2 | 91:6 |
| 68:10;77:24;83:18; | makes (3) | 6:6;8:3,5,6,25; | Members (8) | misrepresented (1) |
| 85:12;86:6;104:20; | 43:21;56:18;83:17 | 16:4,5,7,13,20;20:2, | 30:13;51:22;52:11; | 123:1 |
| 107:5;116:18;130:14 | makeup (1) | 4;21:15;35:2,3; | 55:17;57:2;62:16; | miss (4) |
| looks (5) | 30:22 | 36:14,20;37:16; | 76:13;133:21 | 79:8;92:24;94:18; |
| 41:4;59:5;78:25; | making (12) | 40:10;46:7,10;49:10; | memory (2) | 106:4 |
| 80:9;145:24 | 10:24;25:25;27:2 | 51:24;66:8,9;87:11, | 115:4;140:4 | missing (4) |
| lose (1) | 44:19;50:13;64:5; | 19;88:7;91:13;99:8; | mention (3) | 67:20;80:20;85:1,7 |
| 106:3 | 69:19;78:7;86:8; | 107:7;108:11;114:4, | 55:20;116:19; | misunderstood (1) |
| loss (2) | 93:20;127:24;149:24 | 12;116:14;118:25; | 128:6 | 123:1 |
| 45:18;128:1 | Maltreatment (5) | 119:13,16;121:16; | mentioned (4) | Mitchell (14) |
| lost (1) | 90:9,25;108:12,14, | 128:16;133:14; | 63:13;116:22; | 25:12;30:12,18,18; |
| 143:5 | 18 | 135:13;138:19;139:6 | 117:1;143:10 | 38:14;39:20,24;40:3, |
| $\boldsymbol{l o t}(37)$ | Manager (3) | maybe (9) | mentoring (1) | 5,7,9,21;41:7;43:4 |
| 16:24;22:6,7; | 50:2,4;137:12 | 19:19;35:14;44:20; | 72:13 | mode (2) |
| 25:25;26:6,16;30:3, | maneuver (1) | 45:13;53:16;81:12; | message (2) | 45:3,5 |
| 22;32:17;35:10; | 86:2 | 82:8;84:23;94:17 | 47:7;80:4 | model (1) |
| 39:13;41:1,4;42:21; | manipulating (1) | McClellan (2) | met (8) | 82:13 |
| 44:6,23;45:7,15; | 106:10 | 22:6;47:1 | 14:12;39:4,11,12; | modeling (2) |
| 47:16;50:12;55:5; | manner (1) | McKinney (21) | 49:11,14;52:24; | 35:22;59:24 |
| 56:7;57:18,21;58:4; | 88:25 | 5:5,8,11;6:3,5,10, | 72:14 | module (1) |
| 60:11,17;62:14; | many (15) | 14,16,23;7:4,16,19, | microphones (1) | 28:12 |


| moment (3) | 29:18 | nation (1) | 40:19;41:23;42:24; | 24;134:5;138:20 |
| :---: | :---: | :---: | :---: | :---: |
| 76:5;89:14;104:16 | mourn (1) | 149:21 | 43:2;44:15;46:5; | Nice (3) |
| Monday (1) | 23:10 | National (1) | 47:25;48:2,13,17,22, | 13:8;41:15,1 |
| 59:7 | move (33) | 149: | 25;49:3,17,22,25; | nine (6) |
| money (7) | 5:4;12:2;28:20; | nature (9) | 50:4,19,25;51:4,7,10, | 22:20,25;23:9,14; |
| 5:22;7:20;8:1;9:4, | 34:16;38:9,19;48:19; | 44:6;90:3;92:18; | 15;52:3,8,19;53:25; | 24:15;42:6 |
| 12;15:9;54:5 | 51:3,4;55:8;73:2; | 93:22;98:11;99:6; | 54:19,22;56:19; | nine-week (2) |
| monitor (6) | 75:14;82:16;87:4; | 101:12;106:9;117:23 | 60:24;61:2;63:1; | 42:5,6 |
| 26:2,15;34:13; | 89:9,11;91:21;93:1; | necessarily (5) | 64:18,20;66:6;67:10; | nobody (1) |
| 65:16;98:22,23 | 102:17;112:4;123:5; | 8:7;29:21;108:3 | 68:22;69:2,5,6,24; | 85:6 |
| monitoring (3) | 129:12;132:4; | 116:20;128:12 | 70:5,12,16,18;71:3; | non- (1) |
| 10:13,17;68:24 | 134:10;135:22; | necessary (3) | 72:20;73:4,7,10,15; | 71:12 |
| monitors (1) | 139:12;141:19; | 114:5;119:10; | 74:25;75:10,15,18, | none (1) |
| 10:16 | 143:19;144:25; | 128:24 | 21,25;79:2;80:21; | 111:18 |
| month (12) | 145:2;147:8;148:9, | need (44) | 81:25;82:23;85:11, | non-negotiable (1) |
| 13:23;22:1;43:10; | 10 | 6:12;8:21;15:21; | 16;86:5,20;87:2,7,10, | 29:8 |
| 53:4,6,12;60:19,20; | moved (23) | 21:1;24:14;27:9; | 22,25;89:7,12,15; | NON-TRADITIONAL (2) |
| 73:20,25;74:12,18 | 5:22;12:3,17,18; | 28:19;30:3;35:14; | 90:11;91:11,14,20, | 71:2,6 |
| monthly (1) | 48:22;70:3;73:4; | 37:10;38:21,21,23, | 23;92:1,4,8,20,24; | Norman (3) |
| 43:11 | 75:15;87:7;91:23; | 25;39:15,25;44:14, | 93:3,6,9,13,18;94:2, | 49:24,25;50:21 |
| months (1) | 93:3;125:19;126:11; | 15;48:16;50:24;55:7; | 8,12,13,14,16,25; | Norris (4) |
| 21:17 | 134:15;135:25; | 58:16;59:1,9;60:6; | 96:3,9,13,17,22;97:1, | 49:8,21,24;50:2 |
| Moore (1) | 141:21;143:21; | 64:13;66:9;80:7; | 17;99:5,9,15;100:12, | North (4) |
| 150:1 | 145:4;146:6,7;147:9; | 81:4,11;83:11,21; | 16,19,24;101:13,15; | 114:16;131:7,10; |
| morale (1) | 150:9,10 | 85:5,6,7;89:13; | 102:7,10,18;104:14; | 136:16 |
| 60:21 | moves (1) | 95:25;103:5,19,22; | 105:1,6,18;106:3,6,8, | NORTHWEST (5) |
| more (35) | 132:6 | 113:18;129:18; | 12;107:13,24;108:10, | 136:7;138:8,10,14; |
| 17:22;18:12;19:5 | move-the-needle (1) | 140:24;141:1 | 22;109:3;110:15; | 139:13 |
| 20:5,9;34:23;44:9, | 44:17 | needed (15) | 111:11,22;112:6,25; | NOTE (5) |
| 24;45:8;46:13;48:14; | moving (12) | 31:7;35:23,25; | 113:3,14;115:7,21, | 57:2;96:7,11; |
| 61:20,24;64:24; | 29:4;37:7;39:24 | 38:19;40:14;49:15; | 23;116:1;117:2,9,12, | 123:13;145:9 |
| 66:25;68:4;77:9,11; | 42:21;45:2;46:1; | 54:14;58:19;59:23; | 18,24;118:2,5;119:1, | notes (1) |
| 79:17;81:24,24;82:9, | 47:11,19,20;64:13; | 85:4,5;127:3,6,7,8 | 14,19;121:8,20; | 85:3 |
| 9;87:17,18;102:24; | 112:8;127:25 | needing (2) | 122:1,3,5,11,13,16, | notice (2) |
| 103:10;107:5;108:2; | much (16) | 39:21;84:12 | 21,25;123:5,23; | 89:3;116:15 |
| 118:23;120:23; | 18:13;41:24;43:24; | needle (3) | 124:1,8,25;125:2; | noticed (1) |
| 121:15;137:9;141:8; | 44:9,13,24;48:12; | 47:11,19,20 | 126:19;127:14; | 54:2 |
| 142:23 | 50:22;55:9;66:25; | needs (12) | 128:3,15,17;129:10, | notification (1) |
| morning (10) | 67:12;73:12;84:9; | 32:12;33:23;48:3; | 14,16,23;130:11,15, | 91:16 |
| 13:6,7,8,17,18; | 126:23;127:13; | 58:2,12;77:14;79:15; | 17,19;131:19,21; | notified (5) |
| 25:17,18;64:9;73:18; | 150:17 | 94:17;98:17;105:24; | 132:2,6,9,12,16,20, | 99:19;115:12,13, |
| 136:18 | Mulberry (6) | 113:11;132:7 | 25;133:23;134:7,11, | 17;126:7 |
| most (9) | 5:12,23;6:6,8; | negotiation (1) | 13,15,18,23;135:16, | November (5) |
| 18:11;22:19;39:14; | 12:12,15 | 54:6 | 20,25;136:4,9,11,15; | 28:10;49:2,6; |
| 82:15,21;84:1; | mumblings (1) | new (21) | 137:3,8,14,18,23,25; | 88:11;138:10 |
| 102:21;111:16;131:5 | 26:17 | 11:1;14:2,6,7; | 138:6,22;139:11,15, | number (11) |
| motion (48) | murder (1) | 15:10;22:14,14,15; | 18,21;140:10;141:1, | 6:25;7:8;10:7; |
| 6:16;12:1,9,16,23; | 99:24 | 25:1;39:5;45:4;65:2, | 10,14,17,21,25; | 76:6;78:16;84:23; |
| 50:24;51:1;69:3; | must (1) | 17;67:17;78:22; | 142:3,13;143:2,7,15, | 100:9;110:9,9; |
| 70:2,5,18;73:1;75:11, | 88:9 | 100:7;143:13;144:5, | 17,21,25;144:3,7,24; | 136:21,23 |
| 13,21;89:13;91:12, | myself (2) | 9,13,23 | 145:1,4,8,11,15; | numbers (2) |
| 20;92:4,25;93:1,9; | 34:12;121:17 | news-clippings (1) | 146:3,7,10,13,17,23; | 21:9;78:22 |
| $\begin{aligned} & 117: 6,9,10 ; 118: 18 ; \\ & 119 \cdot 6 \cdot 122 \cdot 3 \cdot 45 \cdot 62 \end{aligned}$ | N | 56:2 | $\begin{aligned} & 147: 6,9,12,15,20,23 ; \\ & 148: 68,1013,1619 \end{aligned}$ | 0 |
| 119:6;122:3,4,5,6,22, 23;123:2;130:6; |  | newspaper ( $54: 4$ |  | O |
| 132:10,13;134:19; | name (17) | NEWTON (298) | 19;150:7,10,12,15,18 | oath (1) |
| 135:21;136:4; | 30:16;88:11;90:9; | 5:4,10;6:1,4,9,12, | Next (23) | 88:9 |
| 139:15;142:4; | 104:23;108:14,17; | 15,19;11:23;12:3,6,9, | 13:3;24:1;27:10, | objectives (1) |
| 145:11;146:5;147:6, | 114:20;115:10; | 13,18,20,23;13:3,7, | 10;34:16;42:6;43:23; | 49:11 |
| 15;148:8;150:15 | 137:2,3,15,19;141:3, | 14,16,18;16:21; | 44:20;45:3;51:16; | observation (3) |
| motivate (1) | 6,8,15;143:6 | 17:12;19:7,17;21:23; | 56:22;59:18;71:3; | 33:14;34:8;98:2 |
| 29:21 | NASDAQ (2) | 25:18;27:20;29:17; | 81:21;84:13;86:6,8, | observations (1) |
| motivates (1) | 129:3,5 | 30:10,16;39:16; | 17;125:18;129:24, | 38:17 |


| obviously (6) | 5:2,6;7:12;8:13; | 30:8;58:15;60:12; | outline (1) | 145:2 |
| :---: | :---: | :---: | :---: | :---: |
| 43:13,14;97:21; | 10:22;11:12,25; | 64:11 | 71:11 | panic (1) |
| 98:17;120:24;121:3 | 12:14;17:2,16;29:18, | opportunity (9) | outlines (1) | 23:24 |
| occurred (5) | 21,22;30:22;32:1,7; | 51:25;55:16,22 | 77:2 | paper (2) |
| 65:18;114:11; | 33:6,15,17;36:1; | 57:9;71:23;72:21; | outreach (2) | 41:17;100:18 |
| 125:11,23;130:21 | 37:21;38:15;39:2; | 81:2;108:17;126:24 | 45:4,4 | paper/pencil (1) |
| occurs (1) | 40:21,25;41:11; | opposed (26) | outside (1) | 39:19 |
| 91:3 | 42:11;45:23;47:21; | 12:9,23;19:3; | 77:8 | paraprofessionals (1) |
| October (7) | 48:13;53:4,22;55:7,8, | 48:25;51:10;70:18; | outstanding (1) | 71:17 |
| 55:12;92:12;133:4 | 10;59:2;62:11,12; | 73:10;75:21;87:10; | 95:14 | PARCC (5) |
| 135:2;138:13; | 65:25;66:22;72:13; | 90:15;92:4;93:9; | over (9) | 73:14,17,22;74:2,9 |
| 142:19;144:17 | 75:25;81:12;82:8,9; | 107:1;122:11; | 40:16,25;46:14; | pardoned (1) |
| off (8) | 85:13;90:18;91:13; | 129:16;132:12; | 63:15;64:10;81:4,21; | $107: 22$ |
| 9:23;22:17;43:3; | 99:2,16,22;100:9; | 134:18;136:4; | 107:10;117:15 | parent (3) |
| 47:7;85:4;102:6,20; | 103:5,12,19;107:4, | 139:21;142:3;144:3; | overall (1) | 32:16;34:5;57:22 |
| 108:14 | 11;109:5;110:9; | 145:11;146:13; | 15:20 | parents (11) |
| offender (1) | 111:1;113:11; | 147:15;148:16; | overlook (1) | 31:22;34:7;45:2,5, |
| 100:3 | 115:20;127:7,8,9; | 150:15 | $24: 14$ | 12;46:3;53:8;79:19, |
| Offenders (1) | 130:6;136:21;138:7; | opposite (1) | overnight (1) | 21;80:7;83:9 |
| 125:12 | 140:22,23;145:24 | 78:5 | 60:14 | parking (1) |
| offense (30) | ones (2) | oral (1) | overseeing (1) | 60:20 |
| $92: 16,19 ; 93: 20,22$ | 10:22;67:3 | 88:8 | $34: 20$ | parse (1) |
| $95: 11,14,24 ; 98: 1,11$ | one's (1) | order (9) | over-selling (1) | 79:15 |
| 99:3,21;106:9,13; | 81:8 | 13:24;15:8;24:8 | 43:5 | part (14) |
| 107:19;109:4,7; | one-size-fits-all (2) | 28:19;31:15;38:8 | oversight (1) | 18:18;35:22;50:22; |
| 110:9;111:8,9,10; | 80:11;82:7 | 85:18;100:4,6 | $10: 23$ | 62:20;64:1,25;65:7, |
| 113:6;114:3;118:18, | one-time (4) | orderly (1) | owe (1) | 17,18;67:4;113:16; |
| 21;120:7,12;124:19; | 6:2,10;8:24;9:13 | 15:15 | 54:5 | 129:3;140:7;141:7 |
| 130:21,21;131:17 | one-year (1) | organization (1) | Owen (7) | participant (1) |
| offenses (15) | 72:10 | 23:22 |  | 55:23 |
| 90:25;97:9,12; | ongoing (6) | organizational (2) | $149: 14,16,16,20$ | participants (1) |
| 102:21;103:2,6,12, | 9:25;10:2,4;43:9; | 17:24;18:10 | 150:17 | 74:4 |
| 13,20,23;107:21; | 95:2;106:15 | organize (1) | own (4) | participate (2) |
| 109:5;111:15; | online (2) | 31:19 | 28:2;72:4;112:16 | 56:3;77:1 |
| 113:12;120:14 | 40:2;142:24 | original (1) | 116:22 | participated (2) |
| $\begin{gathered} \text { offered (2) } \\ 59: 3 ; 126: 3 \end{gathered}$ | $\begin{aligned} & \text { only (18) } \\ & 7: 7,20 ; 8: 6 ; 15: 9 \end{aligned}$ | 141:8 originall | P | $\begin{gathered} \text { 55:17;74:1 } \\ \text { particular (8) } \end{gathered}$ |
| office (10) | $33: 1 ; 68: 8 ; 72: 4,12$ | $40: 11$ | P | particular $15: 2 ; 37: 13,14 ;$ |
| 61:16,18,20;63:17; | 79:6;80:17;83:6; | others (4) | P3 (1) | 41:9;75:8;79:17; |
| 66:13;78:10,24;80:3, | 97:6;99:22;100:6; | 28:24;65:6;75:2 | $31: 5$ | 82:3;91:5 |
| 12,13 | 106:12;107:15; | $118: 25$ | pacing (3) | particularly (1) |
| Officer (2) | 128:5;140:9 | otherwise (1) | 23:2;25:11;28:2 | 15:8 |
| 25:20;56:23 | onsite (1) | 150:5 | packet (3) | PARTNERSHIP (4) |
| official (2) | 31:9 | ourselves (3) | 76:4;133:18,18 | 73:13,16,22;75:12 |
| 20:5,10 | on-site (1) | 15:25;16:3;52:1 | page (1) | partnerships (2) |
| offset (1) | 10:10 | out (49) | 47:8 | 14:20;46:17 |
| $9: 12$ | on-the-job (1) | 10:16;14:1;18:8, | pages (1) | parts (2) |
| offsetting (1) | 72:2 | 20,21;22:12,15;28:4, | 146:25 | 17:5;42:17 |
| 9:13 | open (5) | 12;30:4;32:16;37:18; | paid (2) | pass (1) |
| often (2) | 15:9;28:10;67:21 | 42:21;44:23;46:1; | 5:19;6:22 | 30:4 |
| 108:15,19 | 133:8;135:8 | 47:5;52:25;53:9; | Pamela (1) | past (8) |
| Oftentimes (1) | OPEN-ENROLLMENT (8) | 54:9;59:16;67:21; | 14:5 | 14:14;19:5;28:25; |
| 71:20 | 132:17,21;133:5; | 75:6;77:7;79:7,15; | PANEL (39) | 33:3;35:13;36:11; |
| old (2) | 134:20,24;135:4; | 80:6,14;81:11;82:2, | 132:17;133:4,7,11, | 108:1;149:23 |
| 89:20;91:8 | 136:6;140:17 | 18;83:7,13;85:1,8; | 13,15,20,21;134:20, | path (4) |
| old-fashion (1) | opening (4) | 88:14;95:7,17;98:25; | 24;135:3,6,10,12,14, | 37:7;38:21;81:6,7 |
| 47:20 | 53:14;88:5;123:12; | 105:23;108:13,21; | 23;136:2,6;138:15, | pathologist (1) |
| omit (1) | 125:3 | 126:10;131:3,8,15; | 16,18;139:3,10,13; | 114:17 |
| 98:24 | operate (2) | 145:19;146:24; | 140:17,25;141:11,12, | paths (1) |
| once (3) | 56:11;144:13 | 148:23;150:4 | 20,22;142:11,14; | 121:12 |
| 27:1;102:16; | opinion (1) | outcome (4) | 143:1,10,23;144:4,8, | PATHWAY (3) |
| 140:23 | 74:7 | 36:24;107:7; | 20;145:5 | 71:2,6,14 |
| ONE (71) | opportunities (4) | 121:16;122:19 | Panel's (1) | pause (1) |


| 79:3 | 97:17 | PLC's (1) | potential (1) | principals (8) |
| :---: | :---: | :---: | :---: | :---: |
| pay (1) | Personnel (1) | 59:21 | 120:3 | 34:9,14,20;38:16; |
| 106:1 | 39:6 | please (14) | potentially (1) | 46:7;58:10,17;61:25 |
| PD (4) | persons (1) | 25:12;30:17;48:18; | 113:15 | prior (3) |
| 58:16,18;59:7;68:9 | 111:17 | 50:1,5;94:3;96:5; | poverty (1) | 89:22;90:18;94:25 |
| peers (1) | perspective (2) | 99:8;124:2,3;127:17; | 47:12 | prioritized (1) |
| 77:13 | 107:5;118:25 | 130:5;136:21,22 | PowerPoint (4) | 56:8 |
| pending (8) | pertinent (1) | pleased (5) | 32:18;73:20;76:4, | Priority (8) |
| 93:22;94:5,24; | 112:7 | 36:24;56:1,5; | 13 | 26:4;27:15;31:2; |
| 99:15;107:17;121:1; | Pfeffer (11) | 61:10,23 | practice (1) | 33:8;36:3;40:15,23; |
| 122:19;128:8 | 71:4,8,8;72:25; | pleases (1) | 65:11 | 56:25 |
| people (15) | 145:18,19;146:22,24; | 13:10 | practices (1) | private (2) |
| 6:25;11:2;17:7; | 147:22;148:2,7 | pleasure (11) | 35:22 | 5:21;47:16 |
| 18:14;23:16;45:9,13; | phase (1) | 42:23;87:3;89:8; | pre (4) | probably (6) |
| 47:3;58:7,21;60:22; | 64:23 | 90:13;129:11; | 23:5;33:6,9;38:23 | 8:21;56:2;63:19; |
| 81:9;90:24;96:7; | phone (5) | 131:22;132:3;134:8; | precious (1) | 83:25;95:22;121:1 |
| 109:1 | 135:19;136:12,20; | 141:17;143:18;150:7 | 42:22 | probation (15) |
| per (3) | 138:2;144:21 | PLSB (6) | prefer (1) | 101:8;106:1; |
| 7:20;142:22; | pick (2) | 88:3;91:22;97:7; | 120:20 | 108:15,20;110:1; |
| 143:12 | 119:5,6 | 112:13;116:9;120:18 | prejudice (1) | 111:5;120:21;121:1, |
| per- (1) | picked (1) | plus (1) | 118:19 | 4;123:20;124:23; |
| 8:14 | 127:8 | 22:13 | pre-K (5) | 128:11,13,13;130:9 |
| perceived (1) | picture (1) | PM (3) | 11:4,6;31:4,5,5 | probationary (1) |
| 63:14 | 46:15 | 51:12;129:20; | preliminary (1) | 110:22 |
| percentage (1) | piece (5) | 150:21 | 116:8 | problem (7) |
| 83:15 | 26:3;60:16;65:13 | pockets (1) | premature (7) | 5:16;25:8;32:12; |
| perception (2) | 68:6;72:8 | 30:7 | 107:23;117:8,14 | 34:23;119:2,11; |
| 63:5;65:17 | pieces (2) | point (19) | 119:20,21,21,22 | 149:15 |
| perfectly (1) | 18:10;72:19 | 18:12;20:12;42:1, | preponderance (1) | problems (9) |
| 139:9 | pigs (1) | 2,3,14,15;46:6,14; | 89:5 | 24:9;25:3,3,13; |
| performance (5) | 43:7 | 54:6;64:14;81:22; | preschool (1) | 34:19;37:25;38:6; |
| 24:10;27:8;33:15 | PINE (9) | 106:22;111:13; | 6:22 | 42:4;61:25 |
| 75:24;76:2 | 51:13,18,24,25; | 112:1,18;121:2; | present (9) | procedural (3) |
| performed (1) | 60:23;64:14;67:13; | 131:3,8 | 17:3;30:14;52:1; | 118:3,6;119:10 |
| 82:4 | 69:25;70:9 | pointing (1) | 88:5,7,21;119:9; | procedurally (3) |
| performing (2) | place (10) | 98:25 | 134:2;139:3 | 117:16;119:2; |
| 24:16;26:2 | 7:23;59:6;60:14; | points (3) | presentation (5) | $123: 11$ |
| perhaps (3) | 63:3;65:1;72:19; | 57:5;74:6;75:4 | 41:8;52:2;56:18; | procedure (3) |
| 10:25;14:6;15:10 | 77:10;105:9;119:7; | policy (1) | 64:9;139:6 | 96:23;105:10; |
| period (7) | 120:21 | 91:4 | presenter (1) | 118:10 |
| 42:6;77:9;84:8; | placed (1) | pop (1) | 56:22 | procedures (2) |
| 98:16;104:3;123:17; | 123:20 | 113:25 | presently (2) | 88:4;92:14 |
| 126:16 | plain (1) | position (5) | 94:9;104:20 | proceed (7) |
| periods (1) | 97:10 | 95:11;97:15; | presents (1) | 13:12;52:10;88:20, |
| 42:5 | plan (14) | 101:14;127:2,3 | 72:21 | 25;89:11;97:20; |
| Perkins (11) | 16:2;59:2;76:10, | positive (4) | president (2) | 118:24 |
| 25:7,10,17,19,19; | 24;77:1,15,21;78:9, | 64:23;65:22;66:14, | 52:13;62:15 | proceeded (2) |
| 27:25;28:22;29:25; | 10,12,23;81:4;89:25; | 25 | press (3) | 120:7;126:14 |
| 32:8;35:20;117:4 | 126:16 | possibilities (1) | 87:12,17,17 | proceeding (4) |
| per-pupil (3) | planning (7) | 15:9 | pressure (1) | 99:6;103:6;115:18; |
| 8:8,20;9:3 | 14:22;15:1;36:9; | possibility (3) | 109:19 | 121:14 |
| PERRY (27) | 38:22;55:8;69:9; | 15:7;91:17;107:10 | pretty (1) | proceedings (1) |
| 132:24;133:1,2,2, | 116:12 | possible (4) | 20:1 | 121:16 |
| 25;134:23;135:2,18; | plans (4) | 15:15;85:11,12; | previously (1) | process (34) |
| 137:10,20,22,24; | 14:25;35:9;76:7; | 118:9 | 92:15 | 24:3;31:13;37:18; |
| 138:3,4,7,23;139:24; | 112:4 | possibly (2) | primarily (6) | 42:11;50:11;53:14; |
| 140:3,6,13,20;141:2, | platform (1) | 15:22;27:16 | 25:11;36:4;46:2; | 63:11;64:2;65:1,9; |
| 12,15;142:16;143:3; | 43:13 | post (4) | 63:16;82:5;142:24 | 66:1;74:1,3,8;78:14; |
| 144:11 | played (4) | 23:5;33:7,10;38:24 | primary (2) | 86:17;94:21;95:7; |
| person (4) | 50:22;95:7;108:13, | postpone (1) | 61:7;97:14 | 99:20;102:6,11; |
| 81:3;88:24;96:11; | 20 | 117:22 | principal (4) | 104:21;106:14,15,22; |
| 127:11 | playing (2) | post-test (1) | 41:18;91:5;143:4; | $107: 1 ; 108: 18,19,20$ |
| personally (1) | 36:19;109:1 | 63:8 | 144:22 | 109:1;117:15,17; |


| 129:1,2 | 8:11;9:12 | quicker (1) | 35:25;37:6,11;60:4, | 112.23.126:6. |
| :---: | :---: | :---: | :---: | :---: |
| processed (1) | provides (1) | 43:23 | 8;79:4 | 128:23;129:2 |
| 108:5 | 43:13 | quickly (2) | ready (7) | recognizing (1) |
| processes (2) | providing (3) | 40:21;123:13 | 34:16;69:3;75:11 | 149:25 |
| 63:6;79:1 | 15:4;36:5;52:15 | quit (2) | 117:6;124:9;129:23; | recommend (3) |
| proclamation (2) | provisional (3) | 61:14;71:22 | 135:21 | 16:22;69:17;116:8 |
| 149:24;150:4 | 54:15;72:10;131:9 | quite (4) | real (7) | recommendation (36) |
| produce (1) | PTA (2) | 31:3;37:22;44:5; | 22:12;25:3,3; | 65:14,15;66:1; |
| 24:12 | 22:5;45:12 | 75:9 | 40:21;43:21;44:15; | 68:23;69:20;70:1,7; |
| professional (10) | public (16) | quo (1) | 139:22 | 77:16,18;87:5;91:21; |
| 9:25;10:2,8;26:7; | 93:21;132:18,21; | 143:13 | real- (1) | 92:20;93:2,4;94:18; |
| $\begin{aligned} & 28: 19 ; 36: 22 ; 37: 15 \\ & 38: 7 ; 58: 11 ; 124: 15 \end{aligned}$ | $\begin{aligned} & 134: 21 ; 136: 7 \\ & 140: 18 ; 142: 12,14 \end{aligned}$ | $\mathbf{R}$ | 72:2 realistic | $\begin{aligned} & 95: 6,8 ; 105: 14 \\ & 121: 25 ; 122: 6,17,18 \end{aligned}$ |
| professionals (1) | 144:5,9;145:22,23, | R | $43: 5$ | 123:19;128:10; |
| 71:20 | 24;146:25;147:1; | racked (1) | realize (1) | 130:25;131:25; |
| proficiency (1) | 148:7 | 115:3 | 77:21 | 132:5;135:22;136:1; |
| 33:14 | pull (3) | racketeering (2) | realized (1) | 141:11,19,22;143:20, |
| profile (1) | 77:7;82:18;84:24 | 101:20;111:25 | 60:6 | 22;145:3,5 |
| 33:13 | pulled (4) | raise (4) | really (65) | recommendations (3) |
| program (20) | 5:21;77:12;79:7; | 7:14;96:6;124:1,3 | 16:3;19:9,18 | 59:17;90:12; |
| 7:18;8:15;9:20; | 83:13 | raised (2) | 20:15;24:8;26:8,10, | 131:24 |
| 10:1,6,14,14,16,19; | pulling (1) | 78:22;100:25 | 18;32:4;34:21;35:9, | recommended (2) |
| 11:11;31:4,8;55:23; | 83:7 | raises (1) | 13;36:11,12,24;37:9, | 72:15;90:15 |
| 59:5;72:7,13;98:8; | pullout (3) | 7:17 | 18;38:1;40:13;41:5, | recommending (5) |
| 137:11;146:16,20 | 79:23;80:17;85:16 | raising (1) | 20;42:1,10;43:6,7,15; | 90:6;93:24;94:4, |
| programs (7) | pupil (1) | 29:20 | 44:11,12,18,18; | 23;124:23 |
| 9:2,8,24;10:24; | 8:15 | $\boldsymbol{r a n}(1)$ | 47:18,23;57:16; | reconciliation (1) |
| 11:13;41:9;62:21 | purpose (1) | 24:15 | 58:17;59:20,21; | 74:8 |
| PROGRESS (17) | 60:22 | range (2) | 60:21;68:18;71:12, | reconfigured (1) |
| 13:2,5;20:4,9; | purse (1) | 74:13;75: | 14;72:2;75:6;79:3; | $57: 19$ |
| 33:18;48:9;51:14,18, | 11:8 | ranges (1) | 80:12,18;81:5,5,13; | reconvene (1) |
| 24;56:6,15,25;63:23; | pursue (2) | 74:23 | 83:3,7,9,10,14,19; | 129:23 |
| 64:5;65:16;69:20; | 71:12;72:18 | rape (1) | 84:10,11,13;90:17; | record (2) |
| 81:21 | push (1) | 99:24 | 107:3,4;111:9; | 125:16;137:1 |
| progressing (1) | 80:12 | rather (4) | 127:11;128:1;140:6, | REDFIELD (7) |
| 79:25 | pushing (1) | 23:9;24:20;94:19; | 24 | 134:21,22,25; |
| project (1) | 83:19 | 95:6 | reason (9) | 135:1,5,6,8 |
| 66:13 | put (19) | Rating (1) | 21:8;86:14;90:14; | reduced (2) |
| prominent (1) | $42: 15 ; 57: 18 ; 58: 4$ | 10:13 | 102:14;109:23; | 14:14;49:12 |
| $46: 25$ | 59:6;60:14;64:5 | ratio (1) | 114:15;124:16; | reference (2) |
| promising (1) | 65:1;72:19;74:10; | 142:22 | 125:17;126:17 | 9:22;29:15 |
| 73:3 | 77:18;86:24;91:2; | RE (1) | reasons (3) | references (1) |
| proof (1) | 102:1,6;108:15,19; | 130:3 | 100:9;115:12; | 131:5 |
| 63:7 | 110:21;120:14,25 | re- (1) | 133:22 | referrals (1) |
| proper (2) | putting (3) | 80:7 | rebut (1) | 34:3 |
| 52:12;115:18 | 16:18;106:24,25 | reach (2) | 113:5 | refers (1) |
| proposed (2) |  | 63:25;81:22 | recall (2) | $110: 7$ |
| $74: 10 ; 89: 6$ <br> prospective (1) | Q | reached (4) <br> 18:8;88:14;94:1 | 17:21;115:6 receive (5) | $\underset{44: 2}{\operatorname{refining}(1)}$ |
| $32: 3$ | quality (11) | 106:17 | 7:9;11:3,3;74:6; | reflecting (1) |
| protocol (1) | 10:24,25;11:4,7,11, | reaching (1) | 114:2 | 27:1 |
| 52:12 | 13;34:11,14,21;36:6; | 47:5 | received (10) | reflection (2) |
| proud (1) | 82:20 | reacting (1) | 9:12;36:25;46:24; | 27:7;28:16 |
| 30:24 | quarter (3) | 106:23 | 55:22;61:5;89:24; | Reform (1) |
| provide (10) | 37:1,3;38:20 | read (11) | 90:4;125:11,20; | 56:23 |
| 10:4,9;34:11,21; | quarterly (4) | 41:17;57:4;81:1; | 147:2 | regard (2) |
| 35:6,21;36:2;44:7; | 63:9;65:16;68:25 | 85:19;88:22;99:12; | receiving (2) | 64:13;147:7 |
| 107:18,20 | $70: 22$ | $101: 19 ; 104: 8 ; 109: 6$ | 39:6;90:2 | regarding (1) |
| provided (2) | QUEST (5) | 116:2;150:4 | recent (3) | $125: 22$ |
| 35:25;76:3 | 140:18,21;141:3,5, | READINESS (3) | 39:14;57:6;65:10 | Registry (1) |
| provider (1) | 6 | 73:14,17;75:12 | recently (1) | 90:10 |
| 53:20 | quick (1) | reading (11) | $39: 12$ | regrets (1) |
| providers (2) | 130:5 | $33: 10,11,12,13,22$ | reciprocity (4) | $13: 19$ |


| regular (2) | REMOVAL (2) | requested (6) | restructured (1) | 133:14;134:7; |
| :---: | :---: | :---: | :---: | :---: |
| 98:16;104:3 | 49:1,4 | 84:18;92:11; | 31:3 | 135:13;136:23; |
| reinforcement (1) | remove (3) | 117:21;133:7;135:6; | result (1) | 138:20 |
| 84:25 | 49:16;82:18 | 141:6 | 95:22 | rigor (1) |
| Reinhart (51) | 126:15 | requesting (3) | results (11) | 78:22 |
| 93:15;100:12,20, | removed (3) | 5:13;88:24;142:19 | 22:20,23;23:8,14; | rise (1) |
| 22;101:3,14,17,21 | 90:9;108:17;149:9 | requests (1) | 24:21;27:4;33:1; | 27:17 |
| 25;102:5,9,11,23; | removing (1) | 140:22 | 72:22;78:15;87:13 | risk (1) |
| 103:1,8,10,15; | 107:10 | require (1) | 118:14 | 120:15 |
| 105:21;106:6; | renewal (2) | 109:10 | resume (2) | road (1) |
| 107:13,15;108:7; | 126:1,1 | required (6) | 51:11;130:18 | 15:10 |
| 113:4;114:2,10; | renewed (1) | 75:4;76:7,9,25; | retain (1) | Roberts (2) |
| 117:18,20;119:13,15; | 126:9 | 98:8;124:14 | 72:4 | 45:11,12 |
| 120:6,11,18;122:15; | repeat (2) | requirements (5) | re-teach (2) | ROCK (19) |
| 123:6,10;124:8,10; | 22:24;43:2 | 8:23;11:18;54:14; | 27:6;29:6 | 13:1,4;17:5,5; |
| 125:1,7;126:7;128:3, | repeated (1) | 71:21;72:14 | re-teaching (1) | 25:21;31:13;39:18; |
| 5,16,19;129:3;130:2, | 130:23 | requires (3) | 84:25 | 40:24;46:4;48:5,20; |
| 4,13,16;145:18; | repetition (1) | 19:21;100:5;110:5 | retreat (1) | 114:17;126:12; |
| 146:20 | 44:4 | REQUISITE (4) | 52:25 | 131:7,11;140:19,22; |
| reinstated (6) | REPORT (37) | 75:23;76:1,8,25 | retroactive (2) | 141:4,5 |
| 123:18,22;124:24; | 13:1,5,11,12,21 | re-read (1) | 5:15,25 | Rogers (9) |
| 128:12,14,25 | 19:8;27:22;34:3 | 103:17 | review (10) | 49:3,7,7,20;144:5, |
| reinventing (1) | 43:5;44:24;48:2,18 | reschedule (1) | 11:14;70:8;133:12, | 9,13,13,22 |
| 42:7 | 19;51:14,19;54:3; | 89:10 | 14;134:11,12;135:11, | roles (1) |
| reiterate (2) | 55:1,21;61:5,8,11,23; | reset (2) | 13;138:18,20 | 36:20 |
| 41:14;109:22 | 62:9,10,11,12;63:13; | 88:13,20 | reviewed (1) | roll (1) |
| REITH (13) | 65:14;66:23,25; | RESIDENCY (2) | 145:21 | 42:5 |
| 12:2,3,19,20;91:13, | 67:11;69:25;70:7; | 71:2,6 | reviewing (2) | room (2) |
| 14,15,19,21,23;93:5, | 112:2;125:17,18,23 | resolution (9) | 66:15,23 | 35:3;119:7 |
| 6;112:21 | reported (3) | 93:22;94:1,6,24; | reviews (1) | rooms (1) |
| related (5) | 13:23;68:8,9 | 105:20;148:17,20; | 69:19 | 35:4 |
| 10:7;21:18;45:6; | REPORTER'S (3) | 149:18;150:6 | revisit (1) | rotate (1) |
| 51:24;118:20 | 57:2;96:7,11 | resolved (5) | 95:16 | $53: 5$ |
| relates (4) | reporting (3) | 63:17,23;95:24; | revocation (5) | rounds (2) |
| 25:10;32:5;45:17; | 43:9;62:6;67:18 | 122:14,130:12 | 98:5;103:21;104:5; | $74: 5,7$ |
| 143:18 | reports (7) | resource (1) | 124:11,22 | route (3) |
| relationship (1) | 43:11,25;48:9; | 71:20 | revoked (11) | 148:22,24,25 |
| 66:10 | 67:1;68:6;149:9 | resources (3) | 116:3,5,10;123:1 | routine (1) |
| relative (5) | 150:19 | 31:7;39:8;56:13 | 124:17,21;126:7,8, | 44:6 |
| 48:4;50:5;51:1; | represent (2) | respect (4) | 14,17;129:6 | routinely (1) |
| 136:16;138:25 | 96:19;131:3 | 22:13;47:5,12; | rich (1) | 10:16 |
| relied (1) | representative (1) | 55:11 | 36:15 | RTI (6) |
| 109:17 | $141: 9$ | respectfully (2) | Richard (1) | 79:5;80:9;81:1; |
| reload (1) | Representatives (3) | 107:3;147:4 | 61:3 | 82:3,7,13 |
| 23:23 | 133:6;135:4; | respects (1) | RICO (6) | rule (9) |
| re-looked (1) | 138:13 | 47:18 | 97:23;104:10,10, | 110:18;145:13,16; |
| 57:11 | represented (4) | respond (2) | 11:115:15;116:18 | 146:2,4,14,18; |
| relying (2) | 26:22;88:10;93:16; | 99:8;116:14 | Right (55) | 147:17,24 |
| 113:14,16 | 130:1 | responded (1) | 7:22;8:9;18:1; | ruled (1) |
| remediate (1) | representing (1) | 55:6 | $19: 22 ; 20: 19 ; 21: 13$ | 123:18 |
| 86:12 | $135: 19$ | response (4) | 25:6;38:11,21;39:14; | rules (19) |
| remediation (10) | request (40) | 88:17,19;145:23; | 41:11;43:19;46:12; | 88:22,23;92:15 |
| 77:2,5;78:25; | 6:8;12:11,14,15; | 147:2 | 47:10;52:23;53:21, | 131:24;136:14,20; |
| 79:22,23;80:9,16,19; | 87:23;88:1,17;89:9; | responsibilities (2) | 24;54:13;57:4;69:9; | 145:14,17,21,22,25; |
| 82:16;86:19 | 92:6,9;93:11,14; | 63:15;65:3 | 74:15;75:3;77:24; | 146:15,19,24;147:2, |
| remember (2) | 120:19;123:3,6,8; | responsibility (2) | 80:25;81:18,24; | 3,18;148:3,5 |
| 54:3;134:4 | 129:21,25;131:1; | 10:19;85:22 | 82:11;84:4,20;85:15; | run (1) |
| remind (2) | 133:11,12;134:10; | Responsive (2) | 94:10;95:2,3,16; | 102:14 |
| 84:17;107:20 | 135:10,11;136:7; | 137:4,12 | 96:6;100:5;101:20; | running (1) |
| reminder (2) | 138:7,15,17,17; | rest (2) | 102:5,21,22;110:2,6; | 58:6 |
| 15:24;16:11 | 139:13;140:18,21; | 50:21;51:16 | 112:10;113:15; | runs (1) |
| reminds (1) | 141:12;142:12,15,25; | restructure (1) | 116:6;119:6;122:24 | 67:6 |
| 85:17 | 144:5,9,18,18 | 56:10 | 124:1,3;130:13 | Russell (1) |


| 62:24 | 9:9,10;57:12 | $21,24,25 ; 74: 11,22$ | 13:19 | $30: 14 ; 32: 20 ; 39: 2$ |
| :---: | :---: | :---: | :---: | :---: |
| S | scheduled (3) $88: 12,15 ; 149: 22$ | $: 11$ | $\mathbf{s e}$ | $\mathbf{d}(2)$ |
|  | schedules (1) | scoring (3) | 68:2,3,11;83:18 | sharing (1) |
| Sadie (2) | 9:7 | 74:23;77:20;78:3 | sent (8) | 25:22 |
| 24:21;30:18 | school (117) | screen (2) | 28:12;40:11;54:4, | SHARON (4) |
| salaries (2) | 5:15,24;12:12,15; | 77:24;114: | 9;82:2;101:19; | 93:12,14;96:4; |
| 7:23;8:23 | 13:1,4;15:1;16:14, | scrutiny (1) | 116:16;126:10 | 122:7 |
| salary (7) | 14;20:14,20,25;21:1, | 65:19 | sentence (3) | Sheppard (2) |
| 6:21,22;7:5,6;9:7, | 4,5,9,16;22:14,15; | sealed (1) | 33:19;104:19,2 | 127:18,18 |
| 8,9 | 23:11;24:4,14,19,25; | 107:22 | sentencing (3) | shift (5) |
| Sam (1) | 25:21;29:18;30:1; | searching (1) | 101:6;102:1,5 | 62:6,7;69:18; |
| 107:25 | 31:13,18,23;36:18; | 18:20 | separately (2) | 78:21,24 |
| same (20) | 39:1,10;40:24;41:19; | second (74) | 6:13;113:21 | shifted (2) |
| 37:18;45:20;58:16; | 43:20;45:11,15;47:4, | 12:4,5,6,18,19,20; | September (4) | 58:24,24 |
| 64:24;66:17;67:25; | 8;48:5,20;49:1,4,9; | 20:2,8,11,13,14; | 89:18,18;91:8; | shocking (1) |
| 72:22;74:2;78:2; | 50:13;51:1,2,13,18, | 21:13;28:12;48:21; | 92:12 | 68:14 |
| 81:1;85:10;86:7; | 21;53:2,7;56:10,23; | 51:5,6,7;55:7,10; | seq (1) | Shoot (2) |
| 92:14;107:11; | 57:13,14,15,24,24; | 61:17;70:4,6,10,13, | 98:4 | 38:13,14 |
| 108:23,25;124:18; | 58:16,18;59:7,13; | 14;73:5,6,7;75:16,17, | serious (3) | short (1) |
| 128:10;140:21;141:4 | 60:17,23;61:3,5,9,11, | 18;76:12;82:25;87:6; | 34:19;101:11; | 129:18 |
| sample (1) | 16,21;62:13,23;68:5; | 91:24,25;92:1;93:4,5, | 110:7 | shorten (1) |
| 33:17 | 69:2;71:16,18;73:21; | 6;103:3;122:2,8; | serve (9) | 44:5 |
| satisfied (1) | 74:4,19;77:25;79:13; | 129:13;132:7,8; | 7:1;25:20;105:24; | show (2) |
| 111:20 | 93:21;126:4;127:5,6, | 134:14,15;135:24; | 133:9;135:8;137:5; | 53:18;76:5 |
| save (1) | 12,22;131:7;132:18, | 136:1;139:16,17,18; | 138:11;142:17; | showing (1) |
| 15:9 | 18,21,22;133:6,8; | 141:2,23,24,25; | 144:15 | 44:18 |
| SAVIERS (55) | 134:21,22,25;135:1, | 143:23,24,25;145:6, | serves (1) | shown (1) |
| 12:5,6;19:7,8,13; | 5,7;136:7;140:18,18, | 7,8;146:8,9,10; | 48:3 | 88:8 |
| 27:21,22;28:21; | 21;141:4,5;142:12, | 147:10,11,12;148:11, | service (1) | side (8) |
| 40:20,21;41:22; | 14;143:4;144:5,6,9, | 12,13;150:11,12 | 106:1 | 62:13;88:4,6;98:2, |
| 67:10,11;68:14,16, | 10,14,23 | secondary (2) | Services (6) | 2;107:5,9;121:6 |
| 21;69:8,10,14;70:20, | school-based (1) | 36:14;38:1 | 10:15;11:2;32:13; | side-by-side (1) |
| 22,25;75:17,18;79:2, | 33:9 | seconded (2) | 49:9;86:23;133:3 | 127:23 |
| $3 ; 82: 23,24 ; 83: 2$ | Schools (86) | 48:23;87:8 | serving (3) | sides (1) |
| 84:5,15,20;85:15; | 14:22;15:1,2,5,7, | secondly (2) | 7:9;31:22;55:24 | 48:7 |
| 93:1,4;113:3,4; | 11,23;17:1;22:14; | 79:19;107:19 | session (3) | significantly (1) |
| 121:20,21;122:4,24; | 24:5,7,9,10,11,13,15, | seconds (1) | 53:4,5;147:4 | 14:15 |
| 129:13;132:4,6; | 16,22;25:4;26:4; | 132:9 | set (9) | SILENCE (1) |
| 134:14,16;139:22; | 27:15;29:24;30:19 | Section (7) | 10:4;23:2;28:6,7; | 89:14 |
| 140:2,5,9,14,16; | 23,24;31:1,1,2,2,11, | 89:1,2;99:18,21; | 53:11;86:13,16; | similar (10) |
| 143:8,9;145:7 | 17,19;33:8;35:1,12, | 100:4;109:6;113:7 | 112:16;131:15 | 74:17,18;78:1,14, |
| Saviers' (1) | 16;36:1,4,13,14,17; | security (1) | setting (2) | 18;86:17;116:9; |
| 122:6 | 37:9,16,17;38:5,25; | 98:7 | 74:2;86:8 | 123:11;130:23;148:3 |
| saw (10) | 39:8,15;40:23;41:14; | seeing (7) | seven (4) | simple (2) |
| 25:9,14;41:16; | 44:13,14,16,19;45:9, | 27:17;62:6,7; | 76:13,19,22; | 42:11;111:9 |
| 45:15;56:2;74:12,17; | 10,10,19;46:3,7,9; | 66:17;74:17;77:3; | 105:25 | simply (2) |
| 78:18;98:24;140:24 | 47:10,12,14,14,15,16, | 78:4 | seven-year (1) | 42:1;116:17 |
| saying (12) | 19;53:6,8;54:25; | seeking (1) | 101:8 | simultaneously (1) |
| 54:5;65:7;78:9; | 56:25;57:20;58:3,8, | 114:5 | several (4) | 85:20 |
| 83:5,15;97:3;101:24, | 21;72:5;78:11,14,24; | seem (1) | 47:3;57:2;96:7; | single (6) |
| 25;108:24;116:15; | 80:5,5,14;126:25; | 26:6 | 110:17 | 23:16;32:11,12; |
| 118:13;121:10 | 137:6,13 | seemed (1) | Shack (9) | 43:20,20,21 |
| scale (7) | school-wide (1) | 106:17 | 137:11,11,16,16; | sit (1) |
| 6:21,22;10:13; | 60:6 | seems (3) | 138:1;139:5,8;142:6, | 52:25 |
| 75:23;76:1,8,25 | science (5) | 104:15;106:12,14 | 9 | site (1) |
| scales (1) | 60:9;148:18,21; | self- (1) | S-h-a-c-k (1) | 57:7 |
| 7:6 | 149:21,24 | 125:17 | 137:16 | site-based (1) |
| scary (1) | score (9) | self-report (3) | shaking (2) | 58:11 |
| 85:25 | 24:5;47:14;74:12; | 124:14,17;125:14 | 47:2;98:2 | sitting (1) |
| scenario-ing (1) | 75:1,23;76:1,8,25,25 | sending (1) | shall (2) | 121:22 |
| 65:8 | scores (18) | 28:4 | 88:25;89:4 | situation (6) |
| schedule (3) | 17:23,25;73:14,17, | sends (1) | share (3) | 13:25;91:3;94:19; |


| 124:10;129:6;145:20 | 24:20;47:9,22;53:10, | standard (6) | steps (1) | 142:18,22;143:12; |
| :---: | :---: | :---: | :---: | :---: |
| six (1) | 17 | 23:2;26:21,24; | 86:7 | 144:15 |
| 15:2 | so-to- (1) | 5:12;71:21;72:15 | Steve (1) | student's (1) |
| skill (1) | 23:12 | standards (16) | 88:11 | 33:13 |
| 40:6 | sounds (1) | 11:16;26:10;28:4; | still (18) | student-teacher (1) |
| skills (4) | 23:21 | 29:1,2;51:21;63:3; | 6:12;17:18;24:7; | 142:22 |
| 33:21;59:1,11; | sources (2) | 74:2;75:5;78:22; | 58:1;62:14;64:22,24; | studies (1) |
| 60:11 | 114:3,4 | 84:11;86:13,15; | 65:10,17;71:25;90:5; | 60:10 |
| skipped (1) | Southwest (1) | 131:10;139:25; | 95:14;106:13;109:4; | study (1) |
| 147:23 | 22:15 | 142:21 | 111:13;118:16,22; | 81:1 |
| slides (1) | spaces (1) | standing (2) | 128:19 | subcommittee (3) |
| 76:22 | 60:20 | 20:6;49:23 | stole (1) | 15:3;65:25;69:22 |
| slow (2) | speak (9) | standpoint (4) | 127:4 | subcommittees (1) |
| 56:6;120:5 | 17:21;23:13;50:5 | 48:7;63:5;118:6; | stood (2) | 13:22 |
| small (1) | 104:16;115:24; | 119:11 | 96:7,12 | subject (1) |
| 77:12 | 125:7;126:24; | STAR (1) | straight (1) | 68:17 |
| smaller (1) | 135:17;138:25 | 60:4 | 24:15 | submit (1) |
| 75:7 | speaking (6) | start (8) | strategic (2) | 131:13 |
| Smith (12) | 56:20;62:10; | 6:1;21:1,3,4,4,15; | 22:8;42:20 | submitted (5) |
| 14:5;56:24;57:1,4; | 121:17;123:11 | 97:3;111:16 | strategies (1) | 65:14;66:24; |
| 88:11;132:18,19,22; | 136:24;138:2 | started (6) | 28:18 | 133:13;135:12; |
| 133:6,9,24;134:1 | Specialist (2) | 51:15;53:7;78:15, | strategize (1) | 138:19 |
| snappy (1) | 126:4;127:6 | 20;109:14;126:3 | 67:22 | subsection (2) |
| 44:22 | specialists (5) | starting (1) | streamlined (1) | 97:7,10 |
| social (1) | 10:14;24:25;36:19; | 63:11 | 41:10 | substantial (2) |
| 60:10 | 39:10;59:14 | State (43) | strengths (2) | 42:20;46:25 |
| solemnly (1) | specialty (1) | 20:2,2;30:16;31:6; | 33:23;85:12 | substantive (2) |
| 124:4 | 31:1 | 40:25;43:8;64:10; | stress (1) | 118:16,20 |
| solicitation (1) | specific (4) | 65:15,19,21;69:21; | 15:19 | succeed (1) |
| 97:8 | 44:24;100:22; | 76:7,9,11;77:19; | strides (2) | 11:5 |
| solid (1) | 103:1,10 | 80:8;81:15;86:10; | 44:19;127:25 | succeeded (1) |
| 77:10 | specifically (7) | 89:4;90:6;92:22; | strings (1) | 23:17 |
| Solutions (2) | 56:12;58:25;80:7; | 93:24;94:5;98:8,17; | 11:8 | succeeding (1) |
| 137:5,12 | 82:7;104:8;115:14, | 103:6;107:16;110:8; | STROZYK (4) | 24:8 |
| solve (1) | 14 | 111:24;112:3,17; | 92:7,10,11,15 | success (3) |
| 24:9 | speech (1) | 115:15;129:6,7; | structure (3) | 28:7;50:8;86:2 |
| somebody (1) | 114:17 | 130:25;133:12,17; | 31:16,16;109:13 | successes (3) |
| 139:22 | speed (1) | 135:11;138:9,17; | struggling (1) | 23:10,19,20 |
| someone (7) | 149:5 | 144:12;149:25;150:6 | 57:16 | successful (5) |
| 53:17;107:18; | spend (1) | stated (2) | student (37) | 46:11;55:2;95:19, |
| 111:19;121:6; | 9:4 | 92:15;130:8 | 32:11,12;34:4; | 21;120:1 |
| 126:19;127:15; | spoke (1) | statement (3) | 41:2,3;42:9;43:20; | successfully (2) |
| 136:12 | 150:1 | 79:18;88:5;131:12 | 60:15;66:3;74:6; | 72:14;90:8 |
| someplace (1) | sponsoring (2) | states (2) | 75:23;76:2,9;77:3,6, | sufficient (4) |
| 5:22 | 133:8;135:7 | 89:2;116:17 | 6,7,12,14,19;78:13, | 20:3,8;55:3;90:22 |
| sometimes (7) | stability (2) | status (4) | 13;79:5,7;82:18; | suggest (1) |
| 29:8,19;74:15; | 53:16;81:22 | 94:9;102:1;110:22; | 83:17,19;85:1;89:20, | 62:4 |
| 77:7,9,11;85:20 | staff (16) | 143:13 | 21;90:3;91:5,7;98:7, | suggestion (1) |
| somewhat (1) | 10:4,5;13:24 | statute (9) | 14;104:1;141:9 | 17:11 |
| 66:21 | 14:14,17;19:11; | 9:10;19:21;20:1,6; | students (56) | sum (1) |
| somewhere (6) | 22:21;36:23;39:4,5,6, | 100:5;103:17,23; | 24:7,12;26:2,11; | 8:1 |
| 30:5;32:19;37:4, | 9;50:20;88:3;114:18; | 113:12;131:15 | 29:3,14,15;32:7,22; | summarize (1) |
| 20,23;74:14 | 121:25 | statutes (1) | 33:18;34:7;35:5; | 56:9 |
| sorry (21) | staffed (2) | 99:4 | 37:4,7;38:20;40:1; | summary (3) |
| 21:8,22;40:19; | 58:5,7 | statutory (2) | 45:18,18,25;46:1,16, | 117:3;128:4; |
| 48:17;50:25;52:5 | staff's (1) | 97:4;115:16 | 20;50:16;71:19;72:6; | 138:23 |
| 70:13;71:5;76:16; | 68:3 | stay (1) | 74:19,23;76:24; | summative (1) |
| 78:7;114:24;115:6, | stage (4) | 72:1 | 77:11,15,23;78:3,16, | 39:22 |
| 10;122:25,25;123:7; | 62:4;65:10;118:16; | step (6) | 19,25;79:1,14,17; | superintendent (12) |
| 128:12;130:4; | 120:2 | 9:11;13:11;25:7, | 80:10,20;82:4;84:11; | 5:16;30:19;49:21; |
| 136:11;143:5;149:14 | stand (4) | 15;83:9;146:20 | 85:3;86:2,25;90:1; | 52:5,9,9;53:13; |
| sort (8) | 42:23;96:6;106:16; | stepped (1) | $98: 21,25 ; 109: 12$ | 54:14;65:4;126:24; |
| 20:25;22:6;23:24; | 124:3 | $145: 19$ | 133:9;135:8;138:11; | 127:19;137:6 |

```
superintendents (2)
    32:3;34:13
```

Superintendent's (1)
127:2
supervise (1)
90:1
supervised (2)
90:3,19
supervises (1)
9:23
supervision (1)
89:17
supervisor (1)
7:14
supplemental (1)
82:19
support (23)
14:19;19:14;28:17;
35:19;36:17;49:9;
50:9,13,14;61:9,14,
18;62:3,23;64:7;
72:12;78:13,24;79:1;
80:14;138:3;146:15,
19
supporting (1)
72:2
supportive (1)
62:18
supposed (1)
34:20
SUPT (18)
13:6,8,15;22:1;
38:13;41:24;45:7;
46:22;48:1,11;50:7;
52:11;54:23;56:22;
61:1;63:22;64:16;
126:22
sure (27)
9:1;10:24;11:6,10;
17:7;20:1;22:22;
25:23,25;27:2;35:7,
9;40:13;46:18;56:6;
59:9;72:16;76:17;
77:17;78:7;79:16;
80:13;81:16;87:15;
94:22;108:22;115:4
surveys (1)
34:6
suspend (5)
90:7;93:24;94:5;
108:15,19
suspended (2)
105:15;122:19
suspending (2)
95:15;102:7
suspension (6)
91:17;94:23;98:5;
103:21;104:6;121:15
sustaining (1)
50:8
swear (3)
96:9,13;124:4
sworn (2)

| 88:9;96:8 | teacher (22) | test (11) | 35:19,21,21;36:2; |
| :---: | :---: | :---: | :---: |
| symptom (1) | 7:14;9:9;22:12; | 17:23,25;33:8; | 82:16 |
| 17:25 | 33:16;34:5;36:1; | 44:3;98:7,22,23,23; | tiers (2) |
| system (8) | 37:14,15,20;57:24; | 99:1;106:10;109:11 | 82:13,17 |
| 25:14;26:1;27:7; | 58:14;67:15;71:1,6; | testify (3) | timeline (1) |
| 44:1;107:2;109:2; | 98:22,24;108:15; | 123:24;124:2; | 19:20 |
| 147:19;148:1 | 110:3;142:23; | 125:5 | times (6) |
| systematic (4) | 143:12;146:15,19 | testifying (1) | 30:3;31:21;33:5; |
| 22:23;23:1,7;42:14 | teachers (44) | 96:5 | 67:19;68:11;110:17 |
| systematically (5) | 6:22;7:9;9:11; | testimony (4) | title (1) |
| 23:18;24:19;42:3; | 10:5;23:4;26:4,6,8, | 88:9;96:10,14; | 127:16 |
| 59:6,8 | 19;27:6,15,17;28:5; | 124:4 | TLI (9) |
| systemic (2) | 33:25;34:7,11,15,22, | testing (5) | 28:1;32:25;33:3,4, |
| 23:7;33:14 | 23;35:4,17;36:5; | 23:5;60:4;81:23; | 5;37:1,22;39:14;60:2 |
| systems (6) | 38:8;53:9;57:25; | 98:7;109:8 | today (25) |
| 23:11;25:5;26:25; | 58:7,22;59:25;60:10, | tests (4) | 22:9,16;30:14; |
| 56:10,11;61:24 | 19,20;67:19,20,25; | 33:10;38:24;40:2; | 35:1;50:6;51:22; |
|  | 68:12,17;82:8;83:12; | 81:19 | 52:21;57:5;71:11; |
| T | 84:19,24;85:2,12,14; | Thanks (8) | 73:23;80:6;112:5; |
|  | 108:19 | 19:8;21:21,22; | 113:15;116:7,8,10, |
| table (4) | teacher's (1) | 31:6;36:18;41:23 | 12;119:7,12;123:15, |
| 63:25;117:18,22; | 34:4 | 67:9;68:21 | 19;125:5;134:3; |
| 120:20 | teaches (1) | theft (1) | 143:4;150:2 |
| tabled (1) | 82:8 | 124:12 | together (9) |
| 117:16 | teaching (16) | therefore (4) | 11:1,10,19;23:4; |
| tabling (4) | 22:18;26:24;27:12; | 68:1;124:19,22; | 36:10;57:20,25;65:8; |
| 117:23;119:3,11, | 47:21;87:23;88:1; | 126:12 | 85:3 |
| 15 | 92:6,10;93:11,14; | therein (1) | told (6) |
| tackled (2) | 98:5;110:3;123:3,8; | 104:12 | 30:20;35:24;55:7; |
| 18:3;22:25 | 129:21,25 | thinking (6) | 88:14;98:21;127:7 |
| tactical (1) | team (8) | 6:5;17:4;45:3; | tomorrow (2) |
| 22:8 | 40:15;50:9,16; | 88:12,105:20;121:9 | 78:11;131:8 |
| takeover (4) | 54:24;55:17;56:20; | third (2) | tonight (3) |
| 20:2,17;43:8;48:4 | 87:13,20 | 53:12;62:1 | 45:11;46:2;47:2 |
| talents (1) | teams (12) | though (5) | Tonya (1) |
| 71:15 | 23:3;31:20,20,21, | 25:3;67:6;84:8; | 8:21 |
| talk (11) | 22,24;33:9;34:24; | 108:20;111:24 | took (6) |
| 22:3;30:1;31:12; | 35:16;37:12;38:1; | thought (6) | 27:2;33:17;40:25; |
| 35:5;42:20;44:10,20; | 62:2 | 17:16,17;22:7; | 55:6;85:4;114:25 |
| 52:21;103:16;118:5, | Tech (1) | 25:5;80:17;116:2 | tool (1) |
| 10 | 144:10 | thousand (1) | 34:8 |
| talked (7) | TECHNOLOGY (3) | 45:21 | tools (1) |
| 32:8;36:7;41:18; | 144:5,14,23 | three (29) | 24:13 |
| 44:25;58:22;71:14; | telling (3) | 37:21;38:4;44:5; | top (1) |
| 73:25 | 29:21;38:16;131:6 | 46:3;55:20;56:12,15, | 79:11 |
| talking (11) | tend (1) | 25;58:8;61:7;74:5; | total (2) |
| 30:2;32:22;35:21; | 23:23 | 82:13;89:23;90:7,8, | 83:17;142:23 |
| 36:12;45:25;46:2; | term (2) | 15,19,21;93:25; | totally (2) |
| 57:5;58:25;66:16; | 8:6,7 | 99:11,14;105:24; | 109:9,20 |
| 76:19;78:5 | terminally (1) | 106:4;109:10,15,16, | tough (2) |
| tardiness (1) | 5:17 | 17;123:14;126:16 | 50:14;64:6 |
| 34:4 | terminology (1) | three-week (1) | tougher (1) |
| target (1) | 67:24 | 23:4 | 81:6 |
| 37:7 | terms (17) | three-year (6) | tour (1) |
| Tarver (2) | 19:20,21;29:3; | 91:17;101:8; | 57:24 |
| 143:4,7 | 43:8,11;47:11;50:8; | 123:16,20;128:10,13 | tours (1) |
| taught (2) | 61:25;62:9,17;66:14, | threw (1) | 46:1 |
| 29:9,11 | 16;67:22;69:8;79:24; | 9:23 | track (2) |
| Taylor (1) | 103:4;118:17 | ticking (1) | 39:15;44:19 |
| 143:3 | Terrific (1) | 21:2 | traditional (2) |
| teach (4) | 11:20 | tie (1) | 71:13,13 |
| 10:1;23:3;29:11; | Terry (5) | 106:19 | train (3) |
| 36:13 | 41:17;47:7,7,8,11 | Tier (5) | 27:14;53:18;120:5 |


| trained (3) | 42:8 | 14;125:12 | 16:13 | visually (1) |
| :---: | :---: | :---: | :---: | :---: |
| 26:3;34:10;59:6 | turn (3) | underlying (6) | using (5) | 82:9 |
| training (11) | 60:22;62:5;136:22 | 17:25;89:19;98:11; | 25:6;33:25;34:2,9; | voice (1) |
| 9:25;10:10;34:10; | turns (1) | 102:20;104:4;118:19 | 60:9 | 62:11 |
| 36:22,24;39:9;53:2; | 95:17 | uneventful (1) | utilizing (2) | voice-mail (1) |
| 89:25;90:2,4,20 | twice (2) | 43:25 | 71:15,16 | 88:18 |
| trains (1) | 33:4;39:11 | unexpected (1) | UVA (6) | volume (1) |
| 9:23 | two (21) | 78:17 | 53:21,21;62:5,8, | 137:9 |
| transactional (1) | 11:10,19;16:24; | unfair (1) |  | volunteering (1) |
| 22:9 | 19:11;31:1,2,9;53:4; | 106:25 |  | 110:6 |
| transgressions (1) | 63:16;64:3;76:6; | unfairly (1) | V | vote (8) |
| 131:13 | 90:16;100:9;102:15, | 105:7 |  | 16:2;100:13; |
| transition (6) | 19;106:4;110:9; | unharmed (1) | Valerie (3) | 106:18;121:14; |
| 45:1,14,15;57:19, | 136:23;140:22; | 89:21 | 93:17;96:18,20 | 133:11;135:10; |
| 22;84:8 | 146:25;148:3 | unified (1) | validity (1) | 138:16;150:5 |
| translate (3) | two-fold (1) | 62:11 | 98:7 | voted (2) |
| 41:2,6,6 | 10:3 | unique (1) | valuable (6) | 130:5;133:21 |
| treated (2) | two-minute (2) | 29:22 | 43:10,16;71:19; | votes (1) |
| 89:2;105:8 | 149:8;150:18 | unit (3) | 79:8;80:20;83:13 |  |
| tremendous (1) | two-month (1) | 27:10;61:4,6 | value (1) |  |
| 81:2 | 119:21 | units (5) | 69:12 | W |
| trenches (2) | two's (1) | 23:4;26:9,13;63:8; | varies (2) |  |
| 37:10;69:16 | 81:8 | 140:8 | 31:25;75:2 | wait (6) |
| trend (4) | two-way (1) | University (3) | variety (2) | 94:17,20;102:13; |
| 35:12,13,23;37:13 | 14:9 | 57:6;66:11;72:12 | 55:18;82:6 | 107:18;120:9;123:17 |
| trial (1) | two-year (1) | unreasonable (1) | various (2) | waiting (4) |
| 100:7 | 119:21 | 11:9 | 114:3,4 | 69:13;95:7;126:16; |
| TRI-COUNTY (4) | Tyler (4) | unsuccessful (1) | vein (2) | 149:13 |
| 134:21,25;135:5,6 | 143:3,3,5,7 | 111:13 | 18:6;123:11 | waive (3) |
| tried (3) | type (3) | unsupervised (3) | venue (1) | 123:18;139:24; |
| 18:12;41:14;149:5 | 8:14;19:3;85:10 | 89:21,24;90:21 | 55:3 | 142:20 |
| trifocal (1) | typically (3) | un-table (1) | verdict (3) | waiver (34) |
| 85:17 | 6:24;102:13; | 119:6 | 104:25;105:2,3 | 39:18,21,25;40:11; |
| trifocals (1) | 111:18 | up (34) | verify (1) | 87:23;88:1,12,15; |
| 85:25 |  | 9:10;10:4;13:11; | 63:12 | 92:6,9,11,13,17,23; |
| Trish (2) | $\mathbf{U}$ | 14:2,8;15:9;17:6; | Veronica (1) | 93:11,14;95:25; |
| 133:25;134:1 |  | 21:16;23:2;24:21; | 25:19 | 105:15;122:6;123:3, |
| troubles (1) | UAM (1) | 25:7,10,12,15;27:17; | versus (1) | 6,8;128:8;129:12,16, |
| 84:2 | 72:24 | 28:6,7;37:24;42:8; | 78:13 | 21,25;130:7,7;131:1, |
| true (4) | ultimately (2) | 44:22;49:14;50:12, | vertical (1) | 17,24;132:16;140:12 |
| 48:9;89:16;105:17; | 17:4;120:1 | 12;53:14;82:16; | 36:9 | waivers (2) |
| 106:5 | UNANIMOUS (25) | 87:20;96:12;113:23, | view (2) | 46:9;84:18 |
| truly (2) | 12:8,22;48:24; | 25;116:21;119:5,6; | 89:13;103:7 | walk (3) |
| 26:1;118:20 | 51:9;70:17;73:9; | 149:6,6 | vignette (1) | 78:11;85:18,23 |
| truth (6) | 75:20;87:9;92:3; | update (2) | 25:8 | walking (1) |
| 96:15,15,15;124:5, | 93:8;129:15;132:11; | 54:25;56:24 | violated (1) | 86:1 |
| 5,6 | 133:11;134:17; | upfront (1) | 104:10 | walks (1) |
| try (11) | 135:10;136:3; | 57:21 | violating (1) | 58:14 |
| 15:18;18:9,20; | 138:16;139:20; | upper (1) | 97:22 | walk-throughs (1) |
| 19:2;27:14;44:21; | 142:2;144:2;145:10; | 79:5 | violation (2) | 58:13 |
| 80:4;85:23;88:18; | 146:12;147:14; | urgency (3) | 116:19,22 | wall (1) |
| 108:14;128:22 | 148:15;150:14 | 67:25;68:2,3 | violations (1) | 35:1 |
| trying (25) | unanimously (2) | usage (1) | 102:22 | Wallace (16) |
| 11:17;14:1,18; | 143:1;144:20 | 33:20 | violent (1) | 52:6,7,8,11;54:22, |
| 15:11,13;16:19;18:6, | unanticipated (2) | use (13) | 111:16 | 23;56:22;60:25;61:1; |
| 15,18;19:5,23;26:24; | 78:18,23 | 7:23;31:13,17; | Virginia (2) | 63:20,22;64:16,19, |
| 27:11;28:6,7;29:12, | unclear (2) | 32:21;33:11;34:2,6, | 57:6;66:11 | 21;65:7;69:8 |
| 13;37:18;60:21; | 115:22,24 | 24;54:16;67:23; | vision (1) | Wallace's (1) |
| 85:17;105:8,13,19; | under (16) | 85:19;86:12,15 | 127:7 | 53:15 |
| 107:25;120:4 | 49:12;76:13,19; | used (6) | visit (3) | walls (1) |
| Tuesday (3) | 81:15;88:9,21;92:14; | 8:1;14:7;19:3; | $56: 1 ; 57: 6,7$ | 34:25 |
| 53:6,12;59:19 | 98:13;99:3,20; | 55:3;74:3,3 | visits (2) | Walt (1) |
| tuning (1) | 116:22,24,25;124:12, | useful (1) | 15:2;45:8 | 49:21 |


| wants (3) | 40:22;41:11;51:17, | 39:1;42:17;53:4,5; | 14:14;33:3;35:13; | 142:17 |
| :---: | :---: | :---: | :---: | :---: |
| 52:10;64:15;131:7 | 23;56:18;61:2,3,3; | 57:21;58:2,4;61:8,9, | 36:11;55:13;81:21; | 11:53 (1) |
| war (1) | 63:4,18;64:19,21; | 11,12,17,21;62:3,14, | 84:13;90:7,8,15,22; | 51:12 |
| 35:4 | 66:5,8,14;67:8,11,17; | 19;63:22;64:6,24; | 91:8;102:15,15; | 11th (1) |
| warrants (1) | 68:15,20;69:1,14,17 | 67:15;77:13;80:3; | 105:24,25;106:4; | 37:2 |
| 95:15 | Williams (32) | 81:20;83:11;84:11; | 114:18;119:17; | 12 (5) |
| Watson (4) | 8:21,22;87:24; | 86:24;101:19; | 125:19;126:16; | 49:2,6;123:7; |
| 126:25;127:10,19, | 88:2,10,21;89:16,19, | 105:23;110:2; | 130:21;131:11 | 133:10;135:9 |
| 21 | 20,22,25;90:8;91:15; | 115:20;120:25; | yesterday (1) | 12-(1) |
| way (30) | 93:19;99:10,19; | 125:10,18;127:22; | 46:24 | 26:6 |
| 7:7,21;10:22;11:7; | 100:2;109:9,24; | 128:20;131:8 | yield (1) | 12:44 (1) |
| 19:15;20:23;22:24; | 117:25;123:4,9,14, | worked (2) | 94:6 | 51:12 |
| 23:1,6,7;26:1,22; | 14,15,23,25;125:2,6; | 22:12,22 | young (3) | 12:45 (1) |
| 29:10,12,22;33:7; | 126:21;127:1;130:6 | working (29) | 81:3,9;127:8 | 51:11 |
| 37:20;38:13,14;43:9; | Williams' (4) | 7:1,2;10:23;13:24; | youngsters (1) | 12th (2) |
| 49:19;62:10;72:3; | 97:5,16;100:11; | 14:4;15:3;16:12,25; | 55:24 | 36:10;88:16 |
| 75:5;79:25;82:4; | 109:18 | 18:23;22:13;25:2; | youth (1) | 13 (2) |
| 87:21;116:23;120:2; | WILLIAMSON (24) | 31:9;38:2,11;40:12, | 131:13 | 22:16;31:1 |
| 143:11 | 48:21,23;50:24; | 15;44:1;46:23;53:21; |  | 14 (5) |
| ways (4) | 73:6,7;91:25;92:1; | 64:22;71:19;72:1,7; | Z | 126:5;130:21 |
| 14:10;16:7;84:16; | 110:14,15,17,21,24; | 76:5;79:25;85:7; |  | 133:4;135:2;144:14 |
| 121:12 | 111:1,6;112:6,8,11, | 109:2;125:7;126:3 | ZOOK (91) | 15 (5) |
| weaknesses (1) | 14;122:2,8;143:19, | works (2) | 6:18,20,24;7:12,17, | 5:12;21:4;57:13; |
| 28:17 | 22;147:11,12 | 14:23;42:16 | 22;8:2,4,5,9,12;9:5, | 138:13;144:17 |
| wear (1) | willing (2) | world (1) | 15,17,22;10:21 | 15-(1) |
| 85:18 | 6:6;64:5 | 72:3 | 11:20;12:17,18 | 21:4 |
| wearing (1) | W-i-m (1) | worrisome (1) | 16:22;39:17,21;40:1, | 150 (1) |
| 86:1 | 137:22 | 81:1 | 4,6,8,10,18;46:5,6; | 84:23 |
| web (1) | Wimberley (15) | worry (1) | 48:19,22;54:2,11,13, | 15-16 (1) |
| 80:7 | 137:2,2,4,7,10,20, | 125:15 | 18;63:1,2,13;64:8; | 20:22 |
| webinar (1) | 21,22,23;138:1,24; | worth (1) | 66:2;70:11,20,24; | 15th (1) |
| 78:10 | 139:2;142:5,8,10 | 23:14 | 74:25;75:1;76:14; | 142:19 |
| week (13) | window (1) | wraparound (1) | 81:25;82:1;84:17,21; | 16 (1) |
| 22:16;31:25;36:23; | 28:10 | 32:13 | 86:22;87:6,8;89:11; | 21:5 |
| 39:12;44:2,20;66:24; | withdrew (2) | writing (3) | 90:14,24;100:16,18; | 16-17 (3) |
| 79:9;148:18,21; | 140:23,25 | 33:12,17,19 | 101:15,18,23;102:3; | 20:16,21;21:16 |
| 149:22,22,25 | within (19) | written (3) | 108:11,24;111:23; | 165 (1) |
| weekly (2) | 10:6;18:25;25:14; | 20:24;44:7;98:24 | 113:23;114:12,15,21, | 84:23 |
| 59:21;63:24 | 31:10;35:8;71:16; | wrong (2) | 21,23,24;115:1,3; | 16th (1) |
| weeks (7) | 74:20,23;77:12; | 115:11;128:13 | 120:23;122:23; | 28:10 |
| 22:20,25;23:9,14; | 78:19;80:12,13,19; | wronged (1) | 128:22;129:9;132:3, | 17-18 (1) |
| 24:15;42:6;127:20 | 82:10,15,22;90:8; | 105:11 | 7,8,9;135:24;136:1; | 20:16 |
| West (5) | 123:17;126:13 |  | 139:12,16;146:6,7; | 19 (1) |
| 46:3;140:19,21; | without (4) | Y | 150:9,10 | 144:7 |
| $\begin{gathered} 141: 4,5 \\ \text { what's (18) } \end{gathered}$ | $140: 12$ | y'all (8) | 1 | 2 |
| 14:5;17:7;28:13, | witness (2) | 41:25;43:3,7,9,11; |  |  |
| 21;45:6;47:18;48:8; | 88:8;127:9 | 81:5;95:6;150:3 | 1 (19) | 2 (10) |
| 53:18;61:18;87:2,21; | WITNESSES (2) | year (51) | $35: 20 ; 59: 14,17$ | $35: 21 ; 74: 13,20$ |
| 89:8;90:12;94:9; | 96:16;124:7 | 9:2,10;10:17; | 74:12,20;77:4,6,20; | 77:4,20;78:3,8,17,19; |
| 105:1;119:20;134:8; | wonderful (4) | 16:14,15;20:2,8,11, | 78:3,8,13,17,19;82:5, | 82:5 |
| 141:17 | 31:4;39:8;63:22 | 13,14,20;21:1,4,5,13, | 13,16,16;138:11; | 2,000 (1) |
| wheel (1) | 127:24 | 16;31:18;33:4,4,16; | 141:13 | 106:1 |
| 42:8 | wondering (1) | 37:3;38:18;39:17,22; | 1,000 (1) | 2/Tier (1) |
| whole (8) | 106:20 | 40:24;45:3,6;58:5; | 31:14 | 36:2 |
| 15:24;43:7;56:13; | words (1) | 61:15,19;66:19,20, | 10 (4) | 2:28-2:40 (1) |
| 59:4;86:23;96:15; | 130:8 | 22;67:1,6,7;69:1,2,3; | 57:13;129:18; | 129:20 |
| 109:14;124:5 | work (52) | 72:9,10,13;85:9;86:7, | 131:11;133:9 | 20 (8) |
| who's (1) | 11:1,10,15;13:20; | 8,15,17,114:8,10; | 10.02.5 (1) | $5: 14 ; 6: 6,7 ; 31: 5$ |
| 49:22 | 14:1;17:19;19:11; | 126:25;150:3 | 142:21 | 88:6;96:23;123:12; |
| who've (2) | 21:10;23:16,25; | year- (2) | 10th (1) | 125:4 |
| 47:3;72:5 | 25:25;27:13;30:25; | 63:9,10 | 88:13 | 200 (2) |
| Wilde (23) | 32:21;36:4;38:12; | years (23) | 11 (1) | 142:19,22 |

## ARKANSAS DEPARTMENT OF EDUCATION

STATE BOARD OF EDUCATION


