

**In The Matter Of:**  
*ARKANSAS STATE BOARD OF EDUCATION*

---

*April 14, 2022*

---

*Sharon K. Hill, CCR*  
*(501) 680-0888*

Page 1

ARKANSAS STATE BOARD OF EDUCATION  
 APRIL 14, 2022  
 10:00 a.m.

A P P E A R A N C E S

BOARD MEMBERS:

MS. OUIDA NEWTON, Chairman  
 DR. SARAH MOORE, Vice Chairman  
 MS. CHARISSE DEAN  
 DR. FITZGERALD HILL  
 MS. KATHY McFETRIDGE  
 MS. ADRIENNE WOODS  
 MR. STEVE SUTTON  
 DR. BETH ANNE RANKIN

NON-VOTING PARTICIPANTS:

MR. JOHNNY KEY, Secretary of Education  
 MS. SUSANNA POST, Arkansas Teacher of the Year

DESE LEGAL COUNSEL:

MS. LORI FRENO, General Counsel

LOCATION:

ARKANSAS DIVISION OF ELEMENTARY AND SECONDARY EDUCATION  
 - Auditorium  
 #4 Capitol Mall  
 Little Rock, AR 72201

Page 3

VII.1. Rules - Background Checks . . . . . 109

VII.2. Rules - Educator Licensure . . . . . 110

VII.3. Rules - Code of Ethics . . . . . 111

VII.4. Rules - National Board Professional Teaching Standards . . . . . 112

VII.5. Rules - Arkansas Leadership Academy Master Principal Program . . . . . 112

VII.6. Rules - Arkansas Educational Support and Accountability Act (AESAA) . . . . . 113

VII.7. Rules - Automated External Defibrillator and CPR Programs . . . . . 114

VII.8. Rules - Visual & Performing Arts Instruction (Grades 1-8) . . . . . 115

VII.9. Rules - Required Training for School Board Members . . . . . 116

VII.10. Rules - Right to Read Act . . . . . 119

VII.11. Rules - Student Special Needs Funding . . . . . 122

VII.12. Rules - Declining Enrollment and Student Growth Funding . . . . . 131

VII.13. Rules - Star-Spangled Banner Act . . . . . 132

VII.14. Rules - School Safety . . . . . 133

Nominations and Vote for 2022-23 Board Chair and Vice Chair . . . . . 135

Court Reporter's Certificate . . . . . 141

Page 2

I N D E X

	Page
Resolution: Month of the Military Child . . . . .	4
Resolution: Military Spouse Appreciation Month. . . . .	7
Motion/Vote for Changes to Agenda. . . . .	9
VI.1. Standards for Accreditation Waivers	
Overview by Dr. Ivy Pfeffer . . . . .	11
a. Fordyce School District . . . . .	19
b. Farmington School District . . . . .	29
c. Foreman School District . . . . .	40
d. Osceola School District . . . . .	44
VI.2. Requests for Act 1240 Waivers	
a. Lafayette County School District . . . . .	50
b. Alma School District . . . . .	73
c. Marvell-Elaine School District . . . . .	81
VI.3. Keyboarding/Keycode Changes . . . . .	96
VI.4. Coding Block for Grades 7 & 8 . . . . .	96
VI.5. Charter Authorizing Panel Decisions	
a. Cross County School District . . . . .	108

~~~~~

(cont.)

Page 4

P R O C E E D I N G S

1

2 RESOLUTION: MONTH OF THE MILITARY CHILD

3

4 CHAIRMAN NEWTON: We're going to begin with our

5 favorite part of the day, is when we get to make some

6 recognitions and do some resolutions. And so the

7 first one -- Mr. Kaminar, you are up first with Month

8 of the Military Child and some spouse recognitions.

9 MR. KAMINAR: Thank you, Madam Chair, Mr.

10 Secretary, Ladies and Gentlemen. I'm here as the

11 military and veterans liaison for the Division of

12 Elementary and Secondary Education, but also as the

13 chair of the Arkansas Council for Military Children.

14 And I'm joined by three members of that council whom

15 I'll introduce in turn and ask them to make some

16 presentations to the Board.

17 I would like to begin with Ms. Jessica Saum.

18 Ms. Saum is the 2022 Arkansas Teacher of the Year;

19 she is a military spouse, a special education teacher

20 in the Cabot School District, and serves as a special

21 advisor to the council.

22 Ms. Saum, if you would please.

23 MS. SAUM: Good morning.

24 CHAIRMAN NEWTON: Morning.

25 MS. SAUM: Good to see everyone.

April of each year is recognized by the United

Page 5

1 States Department of Defense and by state government  
 2 as the Month of the Military Child. The Arkansas  
 3 State Board of Education annually adopts a resolution  
 4 recognizing Month of the Military Child and honoring  
 5 the children of military families.  
 6 I would like to read the resolution and present  
 7 it for Board approval:  
 8 WHEREAS, more than 13,000 Arkansans exhibit  
 9 profound courage and selflessness by serving in the  
 10 armed forces; and  
 11 WHEREAS, more than 6,100 military children  
 12 attend public school in the State of Arkansas; and  
 13 WHEREAS, military families live and work in  
 14 every county in the State of Arkansas; and  
 15 WHEREAS, military children face unique  
 16 challenges related to military transitions and  
 17 parental deployment; and  
 18 WHEREAS, military children and their families  
 19 serve as an essential source of support and  
 20 encouragement for armed force service members; and  
 21 WHEREAS, military children should be  
 22 acknowledged for the sacrifices they make and  
 23 celebrated for the courage they display as the  
 24 children of our nation's armed force service members;  
 25 and

Page 6

1 WHEREAS, the Military Interstate Children's  
 2 Compact Commission, of which Arkansas is a proud  
 3 member, the Department of Defense, and various other  
 4 organizations nationwide recognize April as the Month  
 5 of the Military Child;  
 6 NOW, THEREFORE, BE IT RESOLVED that the Arkansas  
 7 State Board of Education recognizes and salutes  
 8 military children by recognizing the month of April  
 9 2022, as the Month of the Military Child and April  
 10 22, 2022 as Purple Up! Day.  
 11 CHAIRMAN NEWTON: Thank you.  
 12 We would like to have a motion to adopt the  
 13 resolution.  
 14 MS. McFETRIDGE: So moved.  
 15 CHAIRMAN NEWTON: Okay. We have --  
 16 MR. SUTTON: Second.  
 17 CHAIRMAN NEWTON: Okay. A motion by Ms.  
 18 McFetridge, seconded by Ms. Sutton. All in -- Mr.  
 19 Sutton. Sorry.  
 20 All in favor?  
 21 (UNANIMOUS CHORUS OF AYES)  
 22 CHAIRMAN NEWTON: Any opposed?  
 23 All right. It's our pleasure to adopt that, and  
 24 very well deserved.  
 25 MS. SAUM: Thank you.

Page 7

1 RESOLUTION: MILITARY SPOUSE RECOGNITION MONTH  
 2 MR. KAMINAR: Then, Madam Chair, if we could go  
 3 on with the next resolution. I'd like to introduce  
 4 Ms. Andelyn Wright who serves as vice chair of the  
 5 Arkansas Council for Military Children. Ms. Wright  
 6 is the Soldier and Family Readiness Specialist at  
 7 Fort Chaffee and represents the Ebbing International  
 8 Guard Station on the council. And she will now  
 9 present a resolution.  
 10 Ms. Wright, please.  
 11 MS. WRIGHT: Good morning.  
 12 CHAIRMAN NEWTON: Morning.  
 13 MS. WRIGHT: May of each year is recognized by  
 14 the United States Department of Defense and by state  
 15 government as Military Spouse Appreciation Month.  
 16 The Arkansas State Board of Education is requested to  
 17 adopt a resolution recognizing Military Spouse  
 18 Appreciation Month and honoring military spouses.  
 19 I will now read the resolution for the Board's  
 20 approval:  
 21 WHEREAS, the month of May marks National  
 22 Military Spouse Appreciation Month; and  
 23 WHEREAS, military spouses provide vital support  
 24 to men and women in the Armed Forces and help to make  
 25 their service to the Armed Forces possible;

Page 8

1 WHEREAS, military spouses have been separated  
 2 for their loved ones -- excuse me -- from their loved  
 3 ones because of deployment in support of military  
 4 missions carried out by the Armed Forces;  
 5 WHEREAS, the recognition of Military Spouse  
 6 Appreciation Month would be an appropriate way to  
 7 honor the spouses of members of the Armed Forces; and  
 8 WHEREAS, the Arkansas State Board of Education  
 9 honors and recognizes the contributions made by  
 10 spouses of members of the Armed Forces;  
 11 NOW, THEREFORE, BE IT RESOLVED that the Arkansas  
 12 State Board of Education recognizes and salutes the  
 13 military spouses and recognizes the month of May 2022  
 14 as Military Spouse Appreciation Month.  
 15 CHAIRMAN NEWTON: Okay. Do we have a motion to  
 16 adopt?  
 17 MR. SUTTON: So moved.  
 18 DR. RANKIN: So moved.  
 19 CHAIRMAN NEWTON: I think it's almost unanimous,  
 20 but let's go with Mr. Sutton and Dr. Rankin.  
 21 All in favor?  
 22 (UNANIMOUS CHORUS OF AYES)  
 23 CHAIRMAN NEWTON: Any opposed?  
 24 All right. Motion adopted.  
 25 And we want to thank y'all so much. Because we

Page 9

1 know that not just the one person serves, the whole  
 2 family serves, and we are very appreciative of that.  
 3 MR. KAMINAR: Thank you, Madam Chair. Thank  
 4 you, Ms. Wright.  
 5 (OFF THE RECORD)  
 6 (BACK ON THE RECORD)  
 7 CHANGES TO THE AGENDA  
 8 CHAIRMAN NEWTON: Are there any changes to the  
 9 agenda this morning?  
 10 Okay. None. So we'll move on to the Consent  
 11 Agenda.  
 12 (OFF THE RECORD)  
 13 (BACK ON THE RECORD)  
 14 MS. FRENO: Ms. Newton, there was an agenda  
 15 change.  
 16 CHAIRMAN NEWTON: Okay.  
 17 MS. COFFMAN: I believe Ms. Windle sent it out  
 18 to everyone, that Osceola has --  
 19 CHAIRMAN NEWTON: Yes.  
 20 MS. COFFMAN: -- requested to pull --  
 21 CHAIRMAN NEWTON: Yes.  
 22 MS. COFFMAN: -- the Act 1240 waiver on VI.2.d.  
 23 CHAIRMAN NEWTON: Yes.  
 24 MS. COFFMAN: And they're asking to add,  
 25 instead, a Standards for Accreditation waiver for

Page 10

1 2021 -- this school year, 2021-2022.  
 2 CHAIRMAN NEWTON: So still the Osceola District,  
 3 but it's just a standards waiver instead of a 1240?  
 4 MS. COFFMAN: Yes, just a one-year standards  
 5 waiver instead of a 1240.  
 6 CHAIRMAN NEWTON: Okay.  
 7 MS. COFFMAN: And we can present it at --  
 8 whenever you get to those sections.  
 9 CHAIRMAN NEWTON: Okay. All right. So there  
 10 was a change then.  
 11 Do we need to adopt that?  
 12 MS. FRENO: (Nodding head up and down.)  
 13 CHAIRMAN NEWTON: Okay. We need a motion to  
 14 hear that change to the agenda.  
 15 DR. MOORE: I'll do a motion.  
 16 CHAIRMAN NEWTON: Okay. Motion by Dr. Moore to  
 17 accept that change.  
 18 MS. WOODS: I'll second.  
 19 CHAIRMAN NEWTON: We have a -- seconded by Ms.  
 20 Woods.  
 21 All in favor?  
 22 (UNANIMOUS CHORUS OF AYES)  
 23 CHAIRMAN NEWTON: Any opposed?  
 24 Okay. All right. So now we are ready for the  
 25 Action Agenda.

Page 11

1 VI.1. STANDARDS FOR ACCREDITATION WAIVERS  
 2 CHAIRMAN NEWTON: Dr. Pfeffer, you're going to  
 3 do our Standards for Accreditation waivers.  
 4 DR. PFEFFER: Yes. Good morning.  
 5 CHAIRMAN NEWTON: Morning.  
 6 DR. PFEFFER: And if -- on your agenda there you  
 7 have a document. I don't know if Dan wants to  
 8 display it or not, if that would be helpful.  
 9 So we put this document together because there  
 10 are several -- so there are several waiver requests  
 11 on this month's agenda; there will be some next  
 12 month, as well. And at different times of the year  
 13 you may see different types of waiver requests. And  
 14 I know those can be confusing and you all have asked  
 15 us to help provide, you know, some more guidance and  
 16 some recommendations around when these waiver  
 17 requests come in. So we worked on this, and this  
 18 document -- we may want to adjust it a little bit.  
 19 But I hope -- hopefully you got to look at it for a  
 20 little bit. And if -- you're giving me a nod that  
 21 you think it is helpful --  
 22 CHAIRMAN NEWTON: Yes.  
 23 DR. PFEFFER: -- it's at least a helpful start.  
 24 I think it's going to be helpful for us as well.  
 25 One of the main things that I realized as we put

Page 12

1 this together, when you look at the Act 1240, those  
 2 rules were updated July 6, 2020. Okay. So if we go  
 3 back to July 6, 2020, Act 1240 rules were updated.  
 4 But what was going on July 6, 2020?  
 5 CHAIRMAN NEWTON: Covid.  
 6 DR. PFEFFER: We were coming to you and asking  
 7 you basically for Act 1240 waivers for all districts  
 8 in the state to have the flexibility that was needed  
 9 at that time. And so we weren't going through these  
 10 rules and having the questions and the situations in  
 11 districts that we're seeing now. And so I think some  
 12 of the questions that have come up and some of the  
 13 struggles we've had with trying to think through, we  
 14 just -- we are just now getting back to Hey, we've  
 15 had these rules in place, and these rules were  
 16 updated in July of 2020 because this is -- these were  
 17 the situations we were running into.  
 18 So in kind of thinking through, today, the  
 19 difference between Standards for Accreditation and  
 20 1240, there's a little bit of distinction there. So  
 21 a one-year waiver from the Standards for  
 22 Accreditation is within your purview. Those waivers  
 23 can be granted at the request of a district. The  
 24 Board can choose to grant waivers from a standard for  
 25 one school year. And -- but it only relies on those

Page 13

1 standards, those requirements that have been set  
 2 forth in rule by the Board as part of those minimum  
 3 expectations or minimum things that we require of  
 4 schools. So some of those examples, in the past,  
 5 you've seen might be for Class Size, might be for the  
 6 178 days of student/teacher interaction. There have  
 7 probably been a few other cases in the past. And so,  
 8 you know, when you're thinking about that -- when  
 9 you're thinking about, okay, should we grant a waiver  
 10 from a -- for a district, the purpose of granting  
 11 that waiver is so that the district would not have a  
 12 citation or probationary violation from the standard.  
 13 And so, you know, when you're thinking about that  
 14 you're going to want to consider whether or not the  
 15 district has looked at other viable options, were  
 16 there other things that they could do. You're  
 17 probably going to want to think about what actions  
 18 did the district take prior to coming to you to  
 19 request the waiver from standards and have they been  
 20 proactive in trying to meet the needs of students.  
 21 Because that's really the bottom line in your  
 22 decision, are student needs still being met when you  
 23 are thinking about those types of waivers to be  
 24 granted.  
 25 The Act 1240 are a little bit different. Those

Page 14

1 waivers can be requested for not only waivers from  
 2 Standards for Accreditation but those could also be  
 3 waiving other laws and rules related to education.  
 4 Something I think is really important though is to go  
 5 back and look at the rules, that if the waiver is  
 6 being requested just to avoid a standard violation,  
 7 Act 1240 is not the appropriate route to go.  
 8 Districts should be asking for 1240 waivers when they  
 9 are wanting to enhance student learning  
 10 opportunities, when they're wanting to promote  
 11 innovation, or if they're implementing strategies to  
 12 increase equitable access to effective teachers.  
 13 So those three things are lifted directly out of  
 14 the Act 1240 rules. And so what we would expect and  
 15 what we're going to be working on, going forward, is  
 16 even updating the application so that it's really  
 17 clear which one of those three things is a district  
 18 trying to do with their Act 1240 waiver request. And  
 19 then we're going to want to see that that  
 20 justification supports that.  
 21 So in the future, you know, if you're seeing  
 22 that a district needs a waiver from licensure, we  
 23 want to make sure that it's not to avoid a Standards  
 24 for Accreditation violation. But if they need that  
 25 waiver from licensure -- and it may be because they

Page 15

1 can't -- they don't have the pipeline of teachers  
 2 that they need at the time -- we want to see though  
 3 that they're either promoting an innovative way to  
 4 grow their own teachers or maybe they're really re-  
 5 thinking about how to utilize staff differently but  
 6 still provide those opportunities for students.  
 7 And so our team is going to be really working on  
 8 how do we strengthen that process, that  
 9 communication, and how do we help make sure that when  
 10 we bring you information you feel very comfortable in  
 11 making your decisions.  
 12 So those were some of the distinctions we wanted  
 13 to provide to you as you're thinking about that  
 14 today. I think on the back of this page we go  
 15 through those licensure exceptions. And I think  
 16 sometimes we may not always fully investigate whether  
 17 or not those options have been exhausted when  
 18 districts are asking for certain types of waivers,  
 19 and those are things that we can help them with.  
 20 So I'll pause there before we go on to the  
 21 actual agenda items. But we may try to refer back to  
 22 this document and back to some of these questions as  
 23 we're thinking about making those decisions.  
 24 CHAIRMAN NEWTON: Okay.  
 25 MS. WOODS: Can I ask a question? I just want

Page 16

1 to make sure I understand.  
 2 So licensure is or is not a part of the  
 3 Standards of Accreditation?  
 4 DR. PFEFFER: So there is a standard --  
 5 MS. WOODS: Okay, there is.  
 6 DR. PFEFFER: -- or there are standards in the  
 7 Standards for Accreditation --  
 8 MS. WOODS: Okay.  
 9 DR. PFEFFER: -- around licensure of teachers  
 10 and principals. The way they're broken out in the  
 11 standards, there are different standards for  
 12 licensure of classroom teachers, licensure of library  
 13 media specialists, guidance counselors. So that was  
 14 something else that we noticed in the standards; it's  
 15 very clearly broken out. But sometimes, if you have  
 16 a waiver under Act 1240 from Teacher Licensure you  
 17 may not have a waiver from the standard though for a  
 18 guidance counselor or a library media specialist.  
 19 MS. WOODS: Okay.  
 20 DR. PFEFFER: And that's the situation we'll  
 21 talk about with Osceola. So --  
 22 MS. WOODS: I do want to say --  
 23 DR. PFEFFER: -- it's helping us to consider  
 24 some different things.  
 25 MS. WOODS: This is very helpful. I'm a visual,

Page 17

1 so this is perfect. So I appreciate that.  
 2 DR. PFEFFER: Okay. And anything we think of  
 3 that we need to add here, examples or considerations,  
 4 I think that would be beneficial for us as well. So  
 5 I'll gladly take that feedback.  
 6 DR. MOORE: I do need just further  
 7 clarification. When a district is coming for a  
 8 Standards of Accreditation waiver, if we don't grant  
 9 that waiver there are consequences for the district  
 10 typically. When is that -- what are those?  
 11 DR. PFEFFER: So I'll attempt to answer -- and  
 12 Ms. Coffman or Ms. Freno may want to jump in. So  
 13 within the Standards for Accreditation -- and each  
 14 standard denotes whether or not it would -- it could  
 15 result in a school or district citation or a  
 16 probation as far as their Standards for  
 17 Accreditation. There are different ways that would  
 18 be addressed. One would be a corrective plan of  
 19 action. A lot of times, if a district hasn't met a  
 20 standard for a current school year, we know that  
 21 they've already got it addressed for the next school  
 22 year. And so, therefore, even if it was a citation,  
 23 you know, it would be very easy to note that they  
 24 already have the situation corrected going forward.  
 25 One thing -- and I remember being in a school

Page 18

1 district, one of our primary responsibilities as  
 2 principals was making sure that we weren't putting  
 3 our superintendent in a situation where our school  
 4 was going to cause a violation of the Standards for  
 5 Accreditation. That was just something, you know, we  
 6 were always tasked to work through. And likewise,  
 7 the superintendents' responsibility to their boards,  
 8 you don't want a probation there or a violation or a  
 9 citation for missing something; however, sometimes  
 10 even under the best circumstances things do happen.  
 11 And the hard part with us doing waivers, like -- and  
 12 especially what we found with Act 1240 waivers is  
 13 sometimes it's masking a district's inability to meet  
 14 standards. And so then we don't know and understand  
 15 the level of issue that a district -- that districts  
 16 across the state may be having. So, for example, we  
 17 know districts struggle with having teachers who are  
 18 fully licensed in certain areas. But what we don't  
 19 always know is how severe is it and how many  
 20 districts really are not able to staff with licensed  
 21 library media specialists or counselors or some of  
 22 these other positions. And so it really is kind of a  
 23 catch-22 for us sometimes because we don't want a  
 24 district necessarily to feel penalized, even when  
 25 they've done the very best that they can. But then

Page 19

1 sometimes not having that information masks a much  
 2 bigger problem, and that's what makes this so  
 3 challenging.  
 4 DR. MOORE: Thank you.  
 5 CHAIRMAN NEWTON: Any other questions?  
 6 a) FORDYCE SCHOOL DISTRICT  
 7 CHAIRMAN NEWTON: Okay. Our first item is the  
 8 Fordyce School District Standards for Accreditation  
 9 Waiver. Mr. Sutherlin.  
 10 DR. SUTHERLIN: So, Matthew Sutherlin, Systems  
 11 Support/Charter.  
 12 Fordyce School District is requesting a one-year  
 13 waiver of the Standards for Accreditation for 2-G.1,  
 14 which requires "each public school district shall  
 15 provide gifted and talented services in accordance  
 16 with the laws of the state of Arkansas and the rules  
 17 of the Division."  
 18 The GT teacher actually resigned effective 12-  
 19 31-2021, and so students have been reassigned to  
 20 other classes for the second semester only. And a  
 21 certified replacement has been hired for the 2022-  
 22 2023 school year.  
 23 CHAIRMAN NEWTON: So these students are not  
 24 receiving GT services for the second semester?  
 25 DR. SUTHERLIN: So there's been correspondence

Page 20

1 back and forth with the Fordyce School District. And  
 2 I believe Dr. Hubbell is on --  
 3 CHAIRMAN NEWTON: Yes, I see Dr. Hubbell.  
 4 DR. SUTHERLIN: Yes.  
 5 CHAIRMAN NEWTON: Welcome, Dr. Hubbell.  
 6 SUPT. HUBBELL: Thank you, Ms. Newton.  
 7 Yes. If you will allow me, I want to kind of  
 8 just run through a timeline --  
 9 CHAIRMAN NEWTON: Okay.  
 10 SUPT. HUBBELL: -- and some things we've been  
 11 trying to do.  
 12 As Mr. Sutherlin stated, our GT teacher resigned  
 13 abruptly at midterm. I tried to talk her into  
 14 staying, but school was out and it was a hard no. So  
 15 I got with the co-op and -- I'm in the Southeast Co-  
 16 op in Monticello. The director there was so helpful.  
 17 She called every retired GT teacher that she knew. I  
 18 put feelers out with my superintendent friends in  
 19 that co-op. We just couldn't find anybody to teach  
 20 it. So we thought, okay, we'll try for a long-term  
 21 sub -- and, of course, they are supposed to have a  
 22 college degree, and in Fordyce, that's just not going  
 23 to happen. And we looked high and low. It was kind  
 24 of an act of desperation when we put the kids in  
 25 other classes, but we have done some things and we're

Page 21

1 trying to keep it going as much as we can. We have  
 2 hired a GT teacher for next year. She's currently  
 3 one of our math teachers, and I didn't want to move  
 4 her over. With math being a tested area, I felt like  
 5 I would be swapping the devil for the witch. I  
 6 wanted to have those kids have continuity of having  
 7 the same teacher. But we have her in place for next  
 8 year and she is fully certified and she'll do a very  
 9 good job for us.

10 Our STEM classes have offered some activities  
 11 for these kids. We have chess put in place there; we  
 12 have a robotics team that has competed with other  
 13 schools; and we have a rocket team which is really  
 14 popular with the kids and the community. They build  
 15 a rocket. It has an egg as the payload and you have  
 16 to get it up so high and you have to get it down  
 17 without the egg being broken. And I was amazed at  
 18 the community support when we launched the practice  
 19 run out at the airport. But we're doing some things  
 20 like that.

21 For the rest of the year, I think I have figured  
 22 out a solution. Our district testing coordinator has  
 23 agreed to do an ALP and GT until the end of the year.  
 24 We're almost through testing and I think her schedule  
 25 will be flexible enough that she can do that, she's

Page 22

1 willing to do it, and she's very good with things  
 2 like that.

3 You know, I feel like we've done our best, but I  
 4 also feel like our best has probably not been good  
 5 enough. We are -- in grades 4-6 we have about 25  
 6 kids identified in GT. We're still pulling them out  
 7 in groups during intervention and enrichment time,  
 8 and their regular teachers are delivering to them a  
 9 GT standard lesson. This has created quite a  
 10 challenge to us and it -- I just can't tell you how  
 11 difficult it is to recruit teachers in Dallas County,  
 12 Arkansas, particularly at midterm, particularly with  
 13 specialty subjects GT. So I guess I'm here to beg  
 14 your forgiveness.

15 CHAIRMAN NEWTON: Well, Dr. Hubbell, we  
 16 appreciate the work that you've done to try to  
 17 provide services for these students.

18 So my question for the Department, I guess,  
 19 would be if they've got a teacher that's willing to  
 20 go on an ALP, do they need the waiver?

21 DR. PFEFFER: Well, I think the issue is that --  
 22 to be on an ALP then you've got to have the person  
 23 enrolling in courses in a university.

24 CHAIRMAN NEWTON: Okay.

25 DR. PFEFFER: So the ALP really can't begin

Page 23

1 until fall.

2 CHAIRMAN NEWTON: Right.

3 DR. PFEFFER: So that would be the issue with  
 4 trying to get someone on an ALP at this time.

5 CHAIRMAN NEWTON: Right.

6 DR. PFEFFER: Dr. Krystal Nail is here and can  
 7 talk about the supports that maybe could be put in  
 8 place for the remainder of the year as far as  
 9 providing support for the teachers who are doing  
 10 enrichment. We could -- you know, the co-op could  
 11 possibly be tapped into; some of our staff here  
 12 maybe, you know, could help with some of that support  
 13 for the remainder of the year. But the ALP is  
 14 probably not going to be the viable option --

15 CHAIRMAN NEWTON: Okay.

16 DR. PFEFFER: -- at this point. The great news  
 17 is is that they do have someone who's fully certified  
 18 to begin the year next year.

19 CHAIRMAN NEWTON: Yes.

20 DR. PFEFFER: So, you know, I think that shows  
 21 that they were proactive in really finding somebody  
 22 and taking this type of position seriously. And  
 23 putting people on ALPs for the future could be a way  
 24 to invest in them and provide them with opportunities  
 25 to enhance their license and future career options in

Page 24

1 the future. So I wouldn't necessarily, you know, not  
 2 do the ALP, but just realizing that, you know, an ALP  
 3 wouldn't be in effect until next year.

4 CHAIRMAN NEWTON: Okay.

5 DR. PFEFFER: But Dr. Nail -- she may be --

6 SUPT. HUBBELL: Dr. Nail has been very helpful  
 7 to me and I appreciate her for what she's doing.

8 CHAIRMAN NEWTON: Good.

9 DR. NAIL: Hi. So, good morning. Krystal Nail,  
 10 Director of Office of Gifted and Talented and  
 11 Advanced Placement here at DESE.

12 So, as we think about this situation with  
 13 Fordyce, there's actually several other options that  
 14 I could suggest as ways that they could meet the  
 15 requirements for GT. So one of them being with them  
 16 having a certified GT person currently on staff -- I  
 17 understand not wanting to pull that teacher from her  
 18 math teaching assignment, an important task too. But  
 19 she does have a prep period, and so one option could  
 20 be to pay her for that prep period to serve as GT  
 21 Coordinator. And they could also look at services  
 22 that they provide to meet those requirements for  
 23 service for GT, and there are ways that they could  
 24 possibly restructure some of those services,  
 25 especially at the 4-6 grade level, to make sure that

Page 25

1 they are providing something that would be in  
 2 accordance with requirements from our standards.  
 3 So there's some flexibility there that I could  
 4 also share more details around how they could do  
 5 that. A stipend could also be an option for this  
 6 math teacher that does have the GT certification, and  
 7 so she could help support with that. They also have  
 8 a GT specialist, that Dr. Hubbell referenced just a  
 9 bit, that is at their co-op in Southeast. And so  
 10 that GT specialist is a GT certified person and their  
 11 role is to help support their districts in providing  
 12 those services to gifted kids. And so she could also  
 13 be a resource that they could lean into to help with  
 14 providing some of those services and help with  
 15 managing all of the pieces of the coordination of the  
 16 program.  
 17 So those are just a couple of other suggestions  
 18 of ways that they could make sure that they are  
 19 meeting those requirements.  
 20 CHAIRMAN NEWTON: So what is the Department's  
 21 recommendation, I guess is our question?  
 22 DR. PFEFFER: And I wish this one wasn't first  
 23 because I think -- I think when you look at the  
 24 considerations that have been proactive in trying to  
 25 fill the need for the person to have the

Page 26

1 certification moving forward, they were proactive in  
 2 acknowledging that students still need those  
 3 enrichment activities. And so I did get to hear Dr.  
 4 Hubbell describe those enrichment activities today.  
 5 You know, if we had known a little bit sooner about  
 6 the issue we could have made sure that then the  
 7 support from the GT certified person could have been  
 8 there. So I don't know that we have a strong  
 9 recommendation, but we would acknowledge some of  
 10 those things that have taken place. And I would also  
 11 say -- now Secretary Key may be ready to throw stuff  
 12 at me -- and we are done blaming Covid for things,  
 13 and we know we've got to get to that point. But I  
 14 also know too that just the updates to both the  
 15 Standards for Accreditation and Act 1240 rules took  
 16 place in the summer of 2020, and we've not brought  
 17 those back out to our staff, our superintendents, to  
 18 you all in such a way that makes it easy for us to  
 19 just really come out and say "if you weren't doing  
 20 it, then, you know, we're going to really go back to  
 21 these standards."  
 22 So I think -- Secretary Key, do you have any  
 23 comments there?  
 24 SECRETARY KEY: You know, since I've been here  
 25 y'all -- y'all know that my admonishment and

Page 27

1 encouragement to our staff and our team is to help  
 2 solve problems; you know, we're not -- we don't look  
 3 first to enforce compliance. And I'm glad Dr.  
 4 Pfeffer mentioned, you know, the timing of when these  
 5 rules -- y'all asked for these 1240 rules, y'all  
 6 asked for clarification on a number of things, and at  
 7 the time we were doing that was right at the time  
 8 that we were having to go into emergency mode.  
 9 So as we're coming out of emergency mode, you  
 10 know, while it's -- I could say on a situation like  
 11 Fordyce, we don't -- we may not have a strong  
 12 recommendation, but we also think our comfort level  
 13 with what they're asking for is -- we're okay there  
 14 with that. I mean, at least I am. And I think the  
 15 team is, as well. They've not been trying to hide  
 16 anything or anything like that. So that's -- I think  
 17 that's where they've been trying to find solutions to  
 18 this issue, and it's been difficult.  
 19 As we move forward, you know, we're going to  
 20 have to get back to -- we have standards for a  
 21 reason. If the standards are not -- if they don't  
 22 mean anything, as we are not in an emergency anymore,  
 23 then we need to look at, you know, do we need to keep  
 24 them, and have that conversation with the Governor's  
 25 office, with the Legislature. But I think for right

Page 28

1 now the situation that Fordyce finds them-self in, we  
 2 know moving forward they have a solution and there  
 3 really is no reason for them to come back to the  
 4 State Board later with some type of, you know, bad  
 5 mark against their standards.  
 6 CHAIRMAN NEWTON: Okay.  
 7 SECRETARY KEY: So I guess that's the long way  
 8 of saying we don't really have a recommendation, but  
 9 we feel okay about where they are.  
 10 CHAIRMAN NEWTON: Okay. All right. Are there  
 11 -- is there -- are there any questions or discussion  
 12 from the Board?  
 13 Okay. Do we have a motion?  
 14 DR. RANKIN: I will move to approve the waiver.  
 15 CHAIRMAN NEWTON: Okay. We have a motion by Dr.  
 16 Rankin to approve the waiver.  
 17 DR. HILL: Second.  
 18 CHAIRMAN NEWTON: Seconded by Dr. Hill.  
 19 All in favor?  
 20 (UNANIMOUS CHORUS OF AYES)  
 21 CHAIRMAN NEWTON: Any opposed?  
 22 Okay. Thank you, Dr. Hubbell, for being with us  
 23 this morning. And thank you for actually going above  
 24 and making sure that your students were still served  
 25 during a time of just crisis. So, thank you for what



Page 29

1 you've done.  
 2 SUPT. HUBBELL: Well, thank you, Ms. Newton, for  
 3 hearing my case. I appreciate -- Secretary Key, Dr.  
 4 Pfeffer, and Krystal Nail has helped me tremendously  
 5 and I appreciate all the support I've received.  
 6 CHAIRMAN NEWTON: All right. Have a good day.  
 7 SUPT. HUBBELL: Thank you.  
 8 b) FARMINGTON SCHOOL DISTRICT  
 9 CHAIRMAN NEWTON: All right. Up next is the  
 10 Farmington School District.  
 11 DR. SUTHERLIN: So, Matthew Sutherlin,  
 12 Coordinator for Standards and Systems  
 13 Support/Charter.  
 14 Farmington School District is requesting a  
 15 waiver of 1-A.4.1., "Each public school district  
 16 shall provide a minimum of 178 days of student-  
 17 teacher interaction," for Randall G. Lynch Middle  
 18 School and Farmington Junior High School. The reason  
 19 for this waiver request is that both campuses have  
 20 used two AMI days over the allotted 10 days due to  
 21 unexpected modifications related to Covid and  
 22 inclement weather. And the district has provided  
 23 documentation to demonstrate how the two schools are  
 24 addressing learning loss.  
 25 And I believe Mr. Laffoon is on. There he is.

Page 30

1 CHAIRMAN NEWTON: Okay. Good morning. Welcome.  
 2 We can't hear you.  
 3 SUPT. LAFFOON: Can you hear me now?  
 4 CHAIRMAN NEWTON: Yes. Yes. Thank you.  
 5 SUPT. LAFFOON: Don't you love that?  
 6 CHAIRMAN NEWTON: Uh-huh.  
 7 SUPT. LAFFOON: Well, good morning, guys. I'm  
 8 Jon Laffoon. And Dr. Joe McClung is here with me as  
 9 well, our Assistant Superintendent over curriculum.  
 10 First, good morning to all you guys. And we  
 11 appreciate you having us here today. We're going to  
 12 share some information on our waiver request. But,  
 13 first, I want to thank Dr. Pfeffer personally. She  
 14 took a call from me when we got into some issues with  
 15 Covid and days, then we got ice and snow. And then  
 16 Matthew and the whole DESE team were very, very  
 17 supportive for us.  
 18 And so we're here today to seek a waiver of 1-  
 19 A.4.1 for two campuses. And Dr. McClung will get  
 20 into the specific details with you, but we submitted  
 21 a lot of information also. So I want to thank our  
 22 staff; they were amazing in showing up to meet the  
 23 mission when we had a huge problem with Covid in  
 24 early January. And we'll give you some of that data.  
 25 But, you know, our mission is to make a positive

Page 31

1 impact on our students' educational experience, every  
 2 student every day. And our staff did that. On the  
 3 days that we had to modify instruction, the staff  
 4 that was classified and didn't have a specific  
 5 assignment volunteered and we sent them to our high  
 6 school and to our elementary schools to sub and keep  
 7 our buildings running. So we really did everything  
 8 we could to stay on campus. And so as we get -- as  
 9 we get into our presentation we'll give you the data  
 10 and some documentation.  
 11 But I also want to thank the Arkansas Department  
 12 of Health because through this we were able to  
 13 consult with them. Dr. Britton and the Department of  
 14 Health doctors were very helpful in helping us track  
 15 our data and establish patterns. And, you know, it's  
 16 just been a challenging year for us, but I feel 100%  
 17 confident that we went above and beyond with our  
 18 modifications to our onsite instruction.  
 19 Dr. McClung.  
 20 DR. McCLUNG: Hi, good morning. As Mr. Laffoon  
 21 said, we made every effort we could to stay on campus  
 22 -- and I'll kind of go over some of that information  
 23 with you as well.  
 24 First of all are the actual AMI days to be  
 25 utilized; we have them all listed out through here.

Page 32

1 Also indicated over to the right are the days that  
 2 were absences related to Covid, and then also have  
 3 absences related to inclement weather. As previously  
 4 stated by Dr. Sutherlin, our AMI days, we went two  
 5 over our allotted 10 for two campuses, Randall G.  
 6 Lynch Middle School and Farmington Junior High  
 7 School. Our remaining three campuses in Farmington  
 8 School District used a total of nine AMI days all  
 9 related. And as I said before, you can see over to  
 10 the right which days are noted as being days that  
 11 only the middle school and the junior high took for  
 12 AMI.  
 13 As for our actual request, and the reason why  
 14 there's discrepancy within those days, is kind of  
 15 what Mr. Laffoon spoke to a second ago. During the  
 16 surge that we saw in January with Covid we made the  
 17 decision based on our data and after consultation  
 18 with DESE and also with Department of Health to go  
 19 ahead and pivot two of our campuses -- two of our  
 20 five campuses, again, the middle school and the  
 21 junior high. The reason for this was because, two-  
 22 fold: one was the amount of transmission and spread  
 23 that we were seeing within those campuses. Of our  
 24 total 303 cases in the district, positive cases and  
 25 close contact, well over -- I mean, well over a third

Page 33

1 -- well over half, I should say, were contributed to  
 2 those two campuses. The other side of that too were  
 3 staff related -- or staff absences related to Covid.  
 4 As we can see here, the absences themselves, in  
 5 addition to actually being high for each one of those  
 6 campuses we also had a hard time finding substitute  
 7 teachers. Both of those days -- on January 10th and  
 8 11th, these were the days leading up to the decision  
 9 to pivot to virtual. We were running at 55% rate on  
 10 the 10th, and then at 62-1/2% rate on January 11th.  
 11 So we tried to make every measure we could to make  
 12 sure that we had classes covered and we had teachers  
 13 in those rooms, but it got to the point to where we  
 14 had to make the decision.  
 15 So as I stated before, the decision was to pivot  
 16 virtually for just two campuses. We felt like we  
 17 could maintain the other three and continue  
 18 instruction onsite while we pivoted virtually for  
 19 those other two.  
 20 Some modifications made at those two campuses  
 21 specifically -- instruction was delivered at middle  
 22 school through Google Classroom and also a variety of  
 23 other technology tools. They would meet daily using  
 24 Google Meets and also Zoom. For the January 12th  
 25 through the 14th days that we just spoke about, since

Page 34

1 we had certified staff pivoted virtually we utilized  
 2 our classified staff to help cover classes at the  
 3 other campuses that were still onsite. So that was a  
 4 big help to those buildings and it was great work by  
 5 the administration at Randall G. Lynch to make sure  
 6 that we could contribute -- or rather, we could --  
 7 they could contribute to keeping everybody else  
 8 onsite even though they were pivoted virtually.  
 9 For AMI days 11 and 12, those were the days over  
 10 our allotted. The attendance rates were 88% and 95%,  
 11 respectively. We also made efforts to make sure that  
 12 students with no internet access had those through  
 13 utilization of hotspots. And then we also maintained  
 14 our food services during those days to make sure  
 15 students were fed for breakfast and lunch as well.  
 16 And then, lastly, Farmington Junior High  
 17 modifications, very similar to the middle school.  
 18 Instruction was delivered virtually through Google  
 19 Classroom and also through a variety of technology  
 20 tools, video conferencing, email communication, just  
 21 making sure that our teachers were staying in touch  
 22 with our students during those days.  
 23 On AMI days 11 and 12, they had 94% and 97%  
 24 attendance rates, respectively. And those attendance  
 25 rates for both campuses were tracked based on

Page 35

1 completed work. And I should also add too in there,  
 2 they made sure to have some flexibility there to make  
 3 sure the students did have the work. So even if they  
 4 didn't get it turned in that very day they worked  
 5 with the students, worked with the families to make  
 6 sure that that work was tracked down and turned in  
 7 the best that they could. Again, provided internet  
 8 to students that couldn't, through hotspots, and  
 9 provided food services during those days when we had  
 10 to modify instruction. And examples of both those  
 11 lessons are included within your information for  
 12 artifacts.  
 13 But we'll be glad to answer any additional  
 14 questions that you may have.  
 15 CHAIRMAN NEWTON: Okay. We'll see if any of the  
 16 board members have questions for you.  
 17 Any questions over here?  
 18 Okay. On my left, any?  
 19 Dr. Moore.  
 20 DR. MOORE: I was just going to remark on such  
 21 high rates for students to be participating on those  
 22 AMI days. And thank you for the data that show us  
 23 everything that was going on. I know that was hard  
 24 work by your teachers and staff. So, thank y'all.  
 25 MR. McCLUNG: Thank you.

Page 36

1 CHAIRMAN NEWTON: Any other questions or  
 2 comments?  
 3 Okay.  
 4 SECRETARY KEY: Ms. Newton, if I may, I want to  
 5 also talk to Mr. Laffoon about this. And, you know,  
 6 I always preface it by saying, you know, I can't say  
 7 what the Board is going to do or how they're going to  
 8 vote, but I can say that in this case -- you know,  
 9 you think about these two buildings and the unique  
 10 situations. And to say that for these two buildings,  
 11 you know, we would require them to run buses, to do  
 12 all the things that, you know, we require  
 13 operationally to do that -- you know, if they didn't  
 14 have a strong AMI, then it would be very difficult  
 15 for us not to say, you know what, they probably  
 16 should've made those days up. But one thing I want  
 17 to say is that -- and make it clear for public or any  
 18 other school folks listening -- y'all have been asked  
 19 about additional AMI days; but in the -- at the  
 20 height of the Covid issues and the weather issues  
 21 that were coming up, we had been asked about it. I  
 22 want to make sure that I'm clear from the position of  
 23 the Department, this isn't y'all granting two  
 24 additional AMI days for Farmington; this is waiving  
 25 the 178. But you can do that, based on the

Page 37

1 information and the data that Farmington has provided  
 2 of how they -- you know, how they insured instruction  
 3 was going on for those two days. So we do feel  
 4 comfortable with that. But, you know, we also don't  
 5 want the floodgates to open up to say, well, you  
 6 know, if we -- if -- you know, we can just go to the  
 7 Board and ask for after-the-fact additional AMI days.  
 8 That's not what this is. Our team would not have  
 9 brought this to me and to y'all if they had any  
 10 doubts that there was a weakness in their AMI. I  
 11 think, you know, their presentation shows strength  
 12 and shows what AMI can be, could be, even should be.  
 13 And so that's why we're comfortable bringing it up,  
 14 having this come to you, and just kind of giving you  
 15 an explanation of where we are with the request.  
 16 DR. PFEFFER: Yes. And something else that I  
 17 think also helps with consistency, this is -- these  
 18 are two campuses within a district; so this isn't the  
 19 entire district coming and, you know, just saying,  
 20 "We need these additional days." Because if that  
 21 were the case we would have, you know, said, you  
 22 know, "Look, you had snow days, you have makeup  
 23 days." But the reality was they were very targeted  
 24 in their approach for closing a campus during Covid  
 25 and only made those decisions when it was affecting

Page 38

1 that campus. So, you know, they did what we wanted  
 2 them to do during Covid, which is take a very  
 3 targeted approach and keep schools open for in-person  
 4 learning to the extent possible; so they did that.  
 5 Then it just came down at the end -- weather though  
 6 doesn't allow you to be targeted in which campuses  
 7 you have to close; the weather affects all of them.  
 8 So I think that's another piece of their request that  
 9 would make it different than if -- you know, if it  
 10 had been an entire district that used all their days  
 11 and then just wanted additional days, they could have  
 12 looked at other options. But this one was a little  
 13 trickier because it was only two campuses.  
 14 CHAIRMAN NEWTON: So it's two out of five  
 15 campuses, if I'm understanding right?  
 16 DR. PFEFFER: Yes.  
 17 CHAIRMAN NEWTON: Okay.  
 18 DR. MOORE: May I ask you a question? Do we --  
 19 are there other districts that have also requested  
 20 this?  
 21 DR. PFEFFER: I'm not aware of any others.  
 22 DR. MOORE: Okay. Thank you.  
 23 CHAIRMAN NEWTON: I just have one question for  
 24 the district. I know you gave us a presentation on  
 25 your AMI on these two schools on those particular

Page 39

1 days. Were your AMI days just as in-depth and  
 2 rigorous, as what I would use the word for, for all  
 3 of your campuses on all of your AMI days?  
 4 MR. McCLUNG: Yes, ma'am. We wanted to give you  
 5 kind of a sampling of artifacts for those two  
 6 specific campuses, but we didn't ask them to do  
 7 anything out of the ordinary per se. This is, you  
 8 know, pretty well par for the course of how we  
 9 conducted those AMI days. And we communicated that  
 10 to our leaders that we wanted to make sure that those  
 11 days were strong instructional days and not just a  
 12 virtual day, so --  
 13 CHAIRMAN NEWTON: Well, I -- that's a good thing  
 14 to hear from our viewpoint. Because, you know, the  
 15 danger we see sometimes is it just becomes a day off,  
 16 and we don't want that; we want instruction to  
 17 continue. And so I'm pleased to hear that it was  
 18 just as intense for every day that you had to use an  
 19 AMI day, for every campus. So that's a good thing to  
 20 hear.  
 21 Okay. Any other questions or discussion from  
 22 the Board?  
 23 And I'm sorry, Ms. Dean, I haven't given you an  
 24 opportunity to ask questions. Do you have questions  
 25 this morning?

Page 40

1 MS. DEAN: No, I don't. Thank you.  
 2 CHAIRMAN NEWTON: Okay. All right. She has  
 3 joined us online this morning.  
 4 Any other discussion?  
 5 Okay. So I think we're ready for a motion then.  
 6 MS. McFETRIDGE: I'll make the motion that we  
 7 approve the Farmington waiver.  
 8 CHAIRMAN NEWTON: Okay. We have a motion by Ms.  
 9 McFetridge.  
 10 MR. SUTTON: I'll second.  
 11 CHAIRMAN NEWTON: Seconded by Mr. Sutton.  
 12 All in favor?  
 13 (UNANIMOUS CHORUS OF AYES)  
 14 CHAIRMAN NEWTON: Any opposed?  
 15 All right. Congratulations to the district, and  
 16 I hope we continue to hear good things from you.  
 17 SUPT. LAFFOON: Thank you very much. Thank you  
 18 all.  
 19 CHAIRMAN NEWTON: All right.  
 20 MR. McCLUNG: Yes. Thank you.  
 21 CHAIRMAN NEWTON: Have a good day.  
 22 c) FOREMAN SCHOOL DISTRICT  
 23 CHAIRMAN NEWTON: All right. So now we're to  
 24 the Foreman School District.  
 25 DR. SUTHERLIN: Yes. So Matthew Sutherlin,

Page 41

1 Coordinator for Standards and Systems Support/  
 2 Charter.  
 3 So the Foreman School District is seeking a  
 4 waiver of the Standards for Accreditation A -- sorry  
 5 -- 1-A.5 Class Size. The district is over the  
 6 maximum allowable limit in 2nd grade by one (1)  
 7 student. And currently the class has an aide and a  
 8 new hire will occur for the 2022-2023 school year.  
 9 CHAIRMAN NEWTON: Okay.  
 10 DR. SUTHERLIN: I believe Foreman is on as well.  
 11 CHAIRMAN NEWTON: Do we have someone from  
 12 Foreman on the line?  
 13 DR. SUTHERLIN: They were.  
 14 CHAIRMAN NEWTON: Okay.  
 15 DR. SUTHERLIN: Okay.  
 16 CHAIRMAN NEWTON: Go ahead. Go ahead.  
 17 SUPT. TANKERSLEY: Sure. We had a 3rd grade ELA  
 18 teacher resign unexpectedly during the current school  
 19 year. Considering that we have limited options with  
 20 our long-term subs being certified or having a  
 21 degree, we were having multiple substitute teachers  
 22 in and out and we were not being able to provide the  
 23 consistency for our students that we felt they needed  
 24 for success. We have very small 2nd grade classes,  
 25 13 apiece. And so we are requesting that we combine

Page 42

1 those two classes to have 26 students, with our  
 2 current 2nd grade teacher of record with a fulltime  
 3 paraprofessional who is also an education student.  
 4 CHAIRMAN NEWTON: Okay. All right. Let's see  
 5 if we have any questions from the Board.  
 6 (A MOMENT OF SILENCE)  
 7 CHAIRMAN NEWTON: All right.  
 8 SUPT. TANKERSLEY: We've hired a teacher for the  
 9 following year. She has been hired.  
 10 CHAIRMAN NEWTON: Okay. So you already have a  
 11 teacher in place for the next year. Okay.  
 12 SUPT. TANKERSLEY: Yes, ma'am.  
 13 CHAIRMAN NEWTON: All right. Ms. Coffman.  
 14 MS. COFFMAN: Here for the recommendation.  
 15 CHAIRMAN NEWTON: Okay.  
 16 MS. COFFMAN: So I think this is one of those  
 17 examples, if you look at Dr. Pfeffer's document where  
 18 it says "has the district been proactive in trying to  
 19 uphold the standard" -- and what they've done is make  
 20 sure the least amount of disruption for students  
 21 occurs, quality teaching and learning continues; and  
 22 therefore the assistant, the aide, was put into the  
 23 classroom to assist with those students that caused  
 24 those overage. And this is something that just  
 25 happens to school districts during the year. And as

Page 43

1 you know, it's very hard to hire a teacher in the  
 2 middle of the year and split classes or anything like  
 3 that. It's always better to try to keep the  
 4 consistency.  
 5 So we would recommend approval.  
 6 CHAIRMAN NEWTON: Okay. All right. Any  
 7 questions or comments from the Board?  
 8 Okay. We're ready for a motion then.  
 9 DR. RANKIN: I'll move to approve.  
 10 CHAIRMAN NEWTON: We have a motion by Dr.  
 11 Rankin.  
 12 DR. MOORE: Second.  
 13 CHAIRMAN NEWTON: Seconded by Dr. Moore.  
 14 All in favor?  
 15 (UNANIMOUS CHORUS OF AYES)  
 16 CHAIRMAN NEWTON: Any opposed?  
 17 Okay. We are -- congratulations and thank you  
 18 for joining us this morning.  
 19 SUPT. TANKERSLEY: Thank you. I appreciate it.  
 20 CHAIRMAN NEWTON: All right. We're going to  
 21 move on to the Consideration for Requests for 1240  
 22 Waivers. Ms. Freno.  
 23 MS. FRENO: Ms. Newton, there is one more  
 24 Standards for Accreditation waiver; it's the one that  
 25 you all voted --

Page 44

1 CHAIRMAN NEWTON: Osceola.  
 2 MS. FRENO: -- to move -- Osceola --  
 3 CHAIRMAN NEWTON: Yes.  
 4 MS. FRENO: -- from the Act 1240.  
 5 CHAIRMAN NEWTON: You're right.  
 6 MS. FRENO: If you all want, you can take that  
 7 up at this time.  
 8 CHAIRMAN NEWTON: Okay. While we're doing those  
 9 I think that would be wise. Okay. So we'll go ahead  
 10 and do Osceola now.  
 11 d) OSCEOLA SCHOOL DISTRICT  
 12 DR. SUTHERLIN: Okay. Matthew Sutherlin,  
 13 Standards and Systems Support/Charter.  
 14 Osceola School District is seeking a waiver for  
 15 Standard for Accreditation 4-F.1 which requires that  
 16 each public school district shall employ a library  
 17 media specialist that meets the licensure  
 18 requirements in accordance with the laws of the state  
 19 of Arkansas and the rules of the Division or are  
 20 working under a licensure exception in accordance  
 21 with the laws of the state of Arkansas and the rules  
 22 of the Division.  
 23 The waiver being sought is under Arkansas code  
 24 annotated 6-25-103. There have been individuals  
 25 providing services to students in each of the

Page 45

1 individual school libraries, and the district  
 2 requires this waiver only for the 2021-2022 school  
 3 year.  
 4 CHAIRMAN NEWTON: So through the end of this  
 5 year?  
 6 DR. SUTHERLIN: Through the end of this year.  
 7 CHAIRMAN NEWTON: Okay. Who do we have on the  
 8 line from Osceola?  
 9 DR. BRYANT: Good morning. My name is Dr.  
 10 Renata Bryant. I am Assistant Superintendent/Federal  
 11 Programs Coordinator for Osceola School District.  
 12 CHAIRMAN NEWTON: Okay. Welcome, Dr. Bryant.  
 13 DR. BRYANT: Thank you, Ms. Newton.  
 14 We are actually seeking a waiver, as he stated,  
 15 for Standard of Accreditation of 4-F.1, point 1, for  
 16 library media specialist at OHS for this particular  
 17 school year. We previously did not have a media  
 18 specialist and this person was actually hired after  
 19 we went through the process of being granted waivers  
 20 this summer. And so we are trying to continue the  
 21 opportunity for students on a high school level to  
 22 develop a culture to have -- for reading, which goes  
 23 along with one of our goals as a district and is also  
 24 trying to align with the RISE initiative as well so  
 25 that we can continue to provide services for students

Page 46

1 on a high school level.  
 2 CHAIRMAN NEWTON: We'll see if we have -- Ms.  
 3 Coffman -- Dr. Pfeffer.  
 4 DR. PFEFFER: Okay. So I think as we went  
 5 through kind of what was going on in this situation  
 6 Osceola does have a waiver from Teacher Licensure.  
 7 CHAIRMAN NEWTON: Okay.  
 8 DR. PFEFFER: So that was an Act 1240 waiver for  
 9 Teacher Licensure. But it -- so when you look at the  
 10 standard though, because the standards break out  
 11 library media specialist in the different standards  
 12 from the classroom teacher, they don't have the  
 13 waiver from the licensure for the library media  
 14 specialist. They do have people in each of their  
 15 libraries who are performing the roles and  
 16 responsibilities of a library media specialist, but  
 17 they don't meet the licensure requirements. They  
 18 were under the impression that that was covered by  
 19 their former waiver, and it's not, based on the way  
 20 the standards are laid out. And so when we got to  
 21 looking at the purpose of -- they'd originally asked  
 22 for this waiver under Act 1240. When we go back to  
 23 saying, "Well, it's to avoid a standard violation,"  
 24 that's not appropriate with Act 1240. However, it  
 25 would be appropriate -- and based on kind of the -- I

Page 47

1 understand why they thought that, because I had to  
 2 sit down and really look at this myself to think  
 3 through, okay, you know, why are we confused, and I  
 4 can understand it. So we would be comfortable with  
 5 granting the waiver from the standard -- I think it  
 6 was 4-F.1 -- is that correct?  
 7 DR. SUTHERLIN: (Nodding head up and down.)  
 8 DR. PFEFFER: We would be comfortable doing that  
 9 for the remainder of the year, because they have had  
 10 people employed in their programs. I believe one is  
 11 on an ALP. And they're -- so they are providing  
 12 services to students. What we then would do would be  
 13 to work with them and talk about, okay, if you do --  
 14 we can acknowledge that it's probably going to be  
 15 difficult to find three people for the Osceola School  
 16 District to employ that'll meet full licensure  
 17 requirements for library media specialist, because we  
 18 know that that's a hard area to fill. But what we do  
 19 feel like is there are some options to write a really  
 20 strong plan to be either innovative with how we staff  
 21 library -- libraries in districts where it's going to  
 22 be difficult to have someone at each school and  
 23 exactly what that could look like. There are a lot  
 24 of different ideas. Ms. Smith and I talked about  
 25 some things that they could do to really focus on

Page 48

1 reading at the elementary with support from reading  
 2 specialists maybe at the high school, be more of  
 3 really helping to develop those research skills that  
 4 students are going to need as they're transitioning  
 5 out into postsecondary opportunities. So we believe  
 6 that would be the better approach and today to go  
 7 ahead and work with them on the standard issue.  
 8 CHAIRMAN NEWTON: Okay. Do you have someone in  
 9 place that's going to help them maybe work through a  
 10 plan that would be innovation -- innovative for the  
 11 future as far as for next year?  
 12 DR. PFEFFER: So Ms. Freno, Ms. Coffman and I  
 13 are going to start getting to meet regularly and  
 14 we're going to work that out. And we feel like  
 15 within the next couple of months, yes, we'll be able  
 16 to work with Osceola to bring something back for next  
 17 year.  
 18 CHAIRMAN NEWTON: Okay. All right.  
 19 All right. Let's see if we have questions from  
 20 the Board. Anyone over here?  
 21 Ms. McFetridge.  
 22 MS. MCFETRIDGE: So as I understand, this is  
 23 just for the remaining of the school year. Is that  
 24 correct?  
 25 MS. COFFMAN: Correct.

Page 49

1 MS. McFETRIDGE: Okay. Well, when they have  
 2 asked for a 1240 waiver I noticed they didn't have  
 3 the evidence of a stakeholder involvement. So when  
 4 we're just looking for the Standard for  
 5 Accreditation, they don't need the stakeholder  
 6 involvement then?  
 7 MS. COFFMAN: Correct.  
 8 MS. McFETRIDGE: Okay. So we're good then.  
 9 Okay.  
 10 DR. PFEFFER: That is correct. Because the  
 11 waivers from standards can be -- could be a request  
 12 from the district; it could also be initiated by the  
 13 Board. So it's a little bit different in the  
 14 approach. It just has to be discussed and done  
 15 during a public meeting, such as this.  
 16 MS. McFETRIDGE: Okay. Thank you.  
 17 CHAIRMAN NEWTON: Any other questions over here?  
 18 Okay. On my right?  
 19 Ms. Dean?  
 20 MS. DEAN: No questions at this time.  
 21 CHAIRMAN NEWTON: Okay. All right. So I think  
 22 we're ready for a motion.  
 23 MS. DEAN: I move to approve the waiver.  
 24 CHAIRMAN NEWTON: Okay. Ms. Dean has made a  
 25 motion to approve the waiver.

Page 50

1 Do we have a second?  
 2 DR. HILL: Second.  
 3 CHAIRMAN NEWTON: Seconded by Dr. Hill.  
 4 All in favor?  
 5 (UNANIMOUS CHORUS OF AYES)  
 6 CHAIRMAN NEWTON: Any opposed?  
 7 Okay. Congratulations, Dr. Bryant. We look  
 8 forward to hearing future innovations coming out of  
 9 Osceola.  
 10 DR. BRYANT: Yes, ma'am. Thank you. You guys  
 11 have a great day and be safe.  
 12 CHAIRMAN NEWTON: All right. You have a good  
 13 day too.  
 14 VI.2. CONSIDERATION OF REQUESTS FOR ACT 1240 WAIVERS  
 15 a) LAFAYETTE COUNTY SCHOOL DISTRICT  
 16 CHAIRMAN NEWTON: Now I think Dr. Pfeffer.  
 17 DR. PFEFFER: Okay. So the next waivers will be  
 18 for Act 1240 and -- requests. And the first one is  
 19 for the Lafayette County School District. And they  
 20 are requesting a waiver -- my goodness, let me get  
 21 back to the agenda -- they are requesting a waiver of  
 22 Teacher Licensure for its elementary and high school,  
 23 and they're requesting the waiver through the '26 --  
 24 2026-27 school year.  
 25 As you look at their waiver request -- and I

Page 51

1 believe we have someone from the district ready to  
 2 explain their request -- if you're thinking about it  
 3 in terms of providing access to effective teachers,  
 4 this district provided a lot of data from their  
 5 previous use of waivers and their previous attempts  
 6 of growing their own, and also talking about how  
 7 they'll have some staff that they're going to be  
 8 investing in to really continue that process. We  
 9 also will have -- if this waiver is granted, this  
 10 district will be also one that we will be monitoring  
 11 through their recruitment and retention plan that  
 12 will be submitted this summer and continuing to look  
 13 to see are they making progress.  
 14 So I believe that -- is it Ms. Anderson on the  
 15 Zoom?  
 16 SUPT. ANDERSON: Yes.  
 17 DR. PFEFFER: Okay.  
 18 MS. ANDERSON: Yes. Good morning, and thank you  
 19 for allowing me to come and speak on behalf of  
 20 Lafayette County School District. I'm Opal Anderson,  
 21 the Assistant Superintendent of Federal Programs and  
 22 Curriculum. I have in the room with me our  
 23 superintendent, Superintendent Robert Edwards.  
 24 Five years ago, we came before the State Board  
 25 and we asked for an Act 1240 waiver because at the

Page 52

1 time we were having a problem finding Arkansas  
 2 qualified teachers to be in our classrooms to help  
 3 educate our kids. We had looked everywhere, but it  
 4 was almost getting time for school to start and we  
 5 needed teachers to come in. So we came in front of  
 6 the State Board and asked for this waiver.  
 7 Today, I'm here to ask that the waiver be  
 8 extended for another five years because we are still  
 9 being challenged with that same problem. We are a  
 10 low -- poverty district. The community here has very  
 11 limited number of industries, jobs, and housing. So  
 12 it makes it hard for us to attract teachers to our  
 13 school district.  
 14 Now under our current waiver, which will expire  
 15 in September, we have managed to staff our classrooms  
 16 with highly qualified staff and we have encouraged  
 17 them to go on to become licensed teachers. During  
 18 our first year in our waiver we had five people under  
 19 the Act 1240 waiver. And during that first year I  
 20 worked with those five teachers and we put in  
 21 tutoring for them to pass their Praxis exams -- and  
 22 of that five, four of them passed. However, at the  
 23 end of that year they left our district and so that  
 24 left openings in our district. So once that happened  
 25 we had to go back to our Act 1240, because even with

Page 53

1 doing our advertisement for new teachers we still  
 2 were having a hard time finding Arkansas qualified  
 3 teachers. So we hired another five people at that  
 4 time, and of those five people they have been working  
 5 with us up until now. Of those five people, I have  
 6 had two of them to become fully certified and receive  
 7 their standard license this year. I have another  
 8 three that I'm working with this year, now, that's in  
 9 the classroom that have -- one of them has passed the  
 10 test and she has enrolled into the MAT program  
 11 through SAU and she should begin that program this  
 12 summer to become a licensed teacher. If we get her  
 13 in that program this summer, she will receive a  
 14 provisional license and continue to work toward  
 15 getting her standard license. I have another one  
 16 that has already finished the MAT program but she's  
 17 having a hard time passing the Praxis exam. So we  
 18 have her in tutoring with the State Department,  
 19 through our co-op, and we also offered her tutoring  
 20 here in our district so that she can hopefully get  
 21 those tests passed this summer and then she will be  
 22 -- receive a standard license as well. The other  
 23 one, she is working toward passing her exams to be --  
 24 to get into the MAT program. They all are doing a  
 25 great job in the classroom; they work well with the

Page 54

1 students, they work well with the parents. And we  
 2 would like to continue to work with them until --  
 3 while they are trying to become certified.  
 4 So that's why we are here asking for this  
 5 waiver. We've already received some resignations and  
 6 been advertising for jobs. Matter of fact, I have  
 7 three openings, and only received one application so  
 8 far for those three openings that we already have.  
 9 So we already see that this may -- hiring Arkansas  
 10 certified teachers will continue to be a challenge  
 11 for us.  
 12 So we're asking that you all would grant us this  
 13 extension, because, as you can see, we have had  
 14 success. The two that has already received their  
 15 standard license, they are products of this school  
 16 district and this community, and we are looking  
 17 forward to working with them for a period of time.  
 18 We don't think they will leave us right now. So we  
 19 want to continue to work with those other three,  
 20 because they are also part of this community, and  
 21 help them to become certified teachers. You know,  
 22 not only would you all allowing us to -- this  
 23 extension would it be helping our district, it would  
 24 also help the state as well because now we are  
 25 reaching out to people with bachelor's degrees that

Page 55

1 may want to come into the education field. So it  
 2 kind of helps us all.  
 3 CHAIRMAN NEWTON: Okay. Thank you, Ms.  
 4 Anderson. Let's see if we have any questions or  
 5 comments from the Board.  
 6 Anyone on my right?  
 7 On my left?  
 8 Okay. We'll see --  
 9 Dr. Rankin.  
 10 DR. RANKIN: Great. Ms. Anderson, I just want  
 11 to thank you for the effort that you've made. I just  
 12 want you to know we see your struggle that you are  
 13 experiencing down there.  
 14 One of the questions that I had, just out of  
 15 curiosity -- so you started with 14 waivers; out of  
 16 the 14, seven obtained standard license. Out of the  
 17 seven, five left -- two remained and five left. My  
 18 question for you is I'm just curious what -- is there  
 19 anything that you think could have led them to stay,  
 20 those five that left? Do you have any -- is there  
 21 anything the district or -- that we could do that you  
 22 think could have pivoted that where they would have  
 23 stayed in the district instead of leaving?  
 24 MS. ANDERSON: So some of the five ones, you  
 25 know, they're -- they -- when they come down to

Page 56

1 southwest Arkansas from up north or somewhere like  
 2 that, a lot of them want to go back home to family.  
 3 And there were several of them that we had like that  
 4 that wanted to go back closer to home. I had one  
 5 this year that wants to go back closer to home and  
 6 has been hired; so that's one of the positions that  
 7 we have open as well. So I don't think we could have  
 8 prevented that part. But we're always in competition  
 9 with some of the surrounding districts in this area  
 10 as well, and some of it is because they have more  
 11 resources to offer these people. Like I was saying,  
 12 we have limited housing here; so when we do hire  
 13 people that move in here, they either have to stay at  
 14 least -- anywhere from 20 to 30, 40 miles away and  
 15 drive into the district. So I think it's a community  
 16 issue as well.  
 17 CHAIRMAN NEWTON: Dr. Moore.  
 18 DR. MOORE: Yes. Thank you for being here today  
 19 and providing us with all this information. I know  
 20 y'all have been working very hard.  
 21 When we talk about the development of your  
 22 teachers, I think you wrote that y'all are working  
 23 with your co-op in the mentoring program. What other  
 24 kinds of supports are your teachers needing, not just  
 25 for Praxis but for teaching in their classrooms?

Page 57

1 MS. ANDERSON: Okay. We have our instructional  
 2 facilitators and our principals; they go in and they  
 3 monitor the teaching and learning process and they  
 4 mentor them. I go in and I mentor and I do walk-  
 5 throughs, try to get in their classrooms at least a  
 6 couple of times a month to see if there's any extra  
 7 support that they need or anything like that. We  
 8 also have other teachers that help support them as  
 9 well. One thing, like I say, once we hire them on an  
 10 Act 1240, I ask them to please get into a program so  
 11 that we can get them Arkansas qualified, get them  
 12 licensed as certified teachers. But we give them as  
 13 much support, we give them the tutoring support,  
 14 whatever they come to us and need. Any resources in  
 15 the classroom for teaching and learning we provide  
 16 that as well.  
 17 DR. MOORE: What is the breakdown of elementary  
 18 verses at your high school with these teachers?  
 19 MS. ANDERSON: At the elementary, most of them  
 20 that I have are at the elementary. Most of them have  
 21 been at the elementary. So far, our high school  
 22 staff, they are kind of invested in this community  
 23 and we don't have a great turnover there. And that's  
 24 why we say, well, maybe if we start looking at some  
 25 of the people around here that already have

Page 58

1 bachelor's degrees -- which I have -- this year I was  
 2 overstaffed; we had too many students in  
 3 kindergarten, so I had a paraprofessional that, when  
 4 I was high school principal, I knew she was smart. I  
 5 felt like she could do the job, so I went to her and  
 6 talked to her. She wanted to be a teacher but she  
 7 was a little afraid, and I've been talking to her for  
 8 a couple of years. So this year she decided to do  
 9 it, and so we hired her under that Act 1240 to take  
 10 that kindergarten classroom, and she's been doing a  
 11 great job. She's the one that has already went on  
 12 and passed her Praxis exam and she will be going into  
 13 the MAT program this summer through SAU. And once  
 14 she completes that program, she will get her standard  
 15 license. So --  
 16 DR. MOORE: That's great.  
 17 MS. ANDERSON: -- we just --  
 18 DR. MOORE: That's exciting. For those  
 19 elementary teachers, are y'all providing -- do y'all  
 20 have a reading specialist? Are y'all providing the  
 21 RISE and other reading training for those teachers?  
 22 MS. ANDERSON: Yes. We have a reading  
 23 facilitator that works with them doing the RISE. And  
 24 then also Ms. Cornelius and Ms. Mary Berry from  
 25 Southwest Co-op, they come in and work with them as

Page 59

1 well.  
 2 DR. MOORE: Thank you.  
 3 CHAIRMAN NEWTON: Okay. Ms. Dean?  
 4 (MOMENT OF SILENCE)  
 5 CHAIRMAN NEWTON: Okay. I'm not hearing any  
 6 questions from Ms. Dean, so --  
 7 MS. DEAN: No. I'm sorry. No questions.  
 8 CHAIRMAN NEWTON: Okay. Thank you.  
 9 For the Department, do you have a  
 10 recommendation? I know we've had some discussion in  
 11 the past about the time period.  
 12 DR. PFEFFER: So I'm always more comfortable  
 13 with three years than five years; so that -- you  
 14 know, I think I've made that known. I think the  
 15 three years aligns with the recruitment and retention  
 16 plans that the districts will be submitting. And I  
 17 think in this area one of the things we know that  
 18 they do need support in are strategies for retention  
 19 of teachers that they do attract to the district or  
 20 that they're growing in the district, which is what  
 21 we would do. So I think we would be more comfortable  
 22 with three years, but I also do -- would acknowledge  
 23 that this district I think has done a good job with  
 24 the waivers that they were granted or the flexibility  
 25 they were granted earlier.

Page 60

1 CHAIRMAN NEWTON: Okay.  
 2 DR. PFEFFER: So my recommendation would be  
 3 three years.  
 4 CHAIRMAN NEWTON: And these retention and  
 5 recruitment plans are due by August. Is that right?  
 6 MS. SARACINI: (Nodding head up and down.)  
 7 CHAIRMAN NEWTON: Yes.  
 8 DR. PFEFFER: Yes, August 1st. August 1st, yes.  
 9 And we will start the process of going through and  
 10 monitoring those that do have these 1240 waivers and  
 11 looking to see if there are some additional supports.  
 12 And it just helps us to also be in tune with them as  
 13 we're helping to provide feedback with you all.  
 14 CHAIRMAN NEWTON: Okay. Any other questions or  
 15 discussions?  
 16 DR. HILL: Yeah. I just want clarification on  
 17 what we do is different in three years and five  
 18 years. And I think we may have answered -- asked  
 19 that before. But to give a waiver for three years  
 20 verses five years, what is the actual difference  
 21 strategically for them that makes it better on us  
 22 than less distress on them? I mean, because if she's  
 23 wanting five for a strategic plan -- I know that's  
 24 what we did for Dumas. And so does that help her  
 25 plan strategically for five years? Because in three



Page 61

1 years they have to come back. Correct?  
 2 DR. PFEFFER: They would have to come back, yes  
 3 --  
 4 DR. HILL: Okay. So --  
 5 DR. PFEFFER: -- at a time period and renew.  
 6 DR. HILL: So does that help them come back in  
 7 three years become better? I mean, so is there a  
 8 value for three rather than five?  
 9 DR. PFEFFER: So what I would say is that the  
 10 fact that districts are developing a three-year  
 11 recruitment and retention plan, this would align with  
 12 that three-year recruitment and retention plan and  
 13 the hope would be that they don't have to come back  
 14 and ask for an extension at all. I believe between  
 15 the work that we're doing with the teacher residency  
 16 model and changes that could systemically be made  
 17 there the likelihood -- if they do a good job with  
 18 this, the likelihood is that they may not have to  
 19 come back and ask for those waivers. Because with  
 20 the situation that she has described in her plan  
 21 there would not be the need for individual districts  
 22 to have to be asking for that. Now they may have to.  
 23 But, again, I think we can get this process to where  
 24 the -- even the requests don't have to take 30  
 25 minutes of explanation because we're going to know

Page 62

1 more about what's going on.  
 2 DR. HILL: Which is what I'm -- which I will be  
 3 more comfortable with, if you are being more of a  
 4 part of that process on the front-end. Because, I  
 5 mean, I just -- as y'all know, I've said this a  
 6 thousand times, you know, that we have done spent so  
 7 much time on this. And I'm comfortable with you all  
 8 knowing what they're actually doing, because  
 9 sometimes we're approving and they're out there doing  
 10 the work. That seems counter-productive for the time  
 11 that we've invested. But that's -- I'm just speaking  
 12 for Fitz Hill, based on what they're doing in the  
 13 community family. And we understand the challenges  
 14 of the delta -- more so than northwest Arkansas, the  
 15 delta. And knowing how tough it is to get teachers  
 16 there anyway and realizing that what -- the stress  
 17 that we're putting them under for three years to give  
 18 them comfort -- which makes us feel better for three  
 19 years but puts stress on them for five years, which I  
 20 heard be articulated, you know, that's where -- I'm  
 21 not saying I'm in disagreement with it; I just think  
 22 all these things need to be discussed at the table  
 23 because they're the one doing the work and they're  
 24 the one under the stress, even though it creates a  
 25 over-arching support for them to bring that to us for

Page 63

1 us to say yes, we're in agreement. But then if we  
 2 say no, they're still in the same situation. Same  
 3 situation. So I just wanted to voice my opinion on  
 4 that as we move to continue doing this every month.  
 5 DR. RANKIN: Well, and I have a question as  
 6 well. I believe we also did five years for  
 7 Monticello. Y'all help me remember. Did we also do  
 8 --  
 9 CHAIRMAN NEWTON: We did three years for someone  
 10 last -- was it last month? You weren't here.  
 11 DR. PFEFFER: Yeah. We would have to go back  
 12 and look and see.  
 13 DR. RANKIN: Well, and I was thinking we did  
 14 five years and maybe we asked for a report at year-  
 15 three. Is that a possibility? My tendency is --  
 16 DR. PFEFFER: That is certainly a possibility.  
 17 Yes.  
 18 DR. RANKIN: Okay.  
 19 DR. PFEFFER: It is. And the way you all  
 20 conduct these -- I mean, if you want to expedite the  
 21 review process, I mean, it could be set up to where  
 22 we present it, you ask for a recommendation, if you  
 23 don't have any questions about it. You know, so them  
 24 coming back here, the way that's handled, that is up  
 25 to you all. We do not have an issue with the

Page 64

1 request. You asked as far as what are we most  
 2 comfortable with. That is the recommendation. But  
 3 if you feel like that that five years is the better  
 4 time period for the district, as they've requested,  
 5 that is certainly your -- within your purview.  
 6 CHAIRMAN NEWTON: Well --  
 7 DR. HILL: Well, I --  
 8 CHAIRMAN NEWTON: I'm sorry. I just want -- one  
 9 comment I want to make is I think the intention of a  
 10 1240 waiver was not to be a long-term fix. The  
 11 intention of a 1240 waiver is to give districts time  
 12 -- and I think the recruitment and retention plans  
 13 are going to help that -- to get in mind what do we  
 14 need to do in our district to pull in teachers, and  
 15 then what do we do -- need to do to retain teachers.  
 16 And I'm looking at -- there's going to be some  
 17 innovations coming out, and the things that Ms.  
 18 Saracini's group is -- are doing, you know, are going  
 19 to help that. So what I'm thinking, that over the  
 20 next few years I'm hoping that things are going to  
 21 improve. But I really don't want to see districts  
 22 start thinking that 1240 waivers are the fix for our  
 23 problems. I want us to look for ways that we can  
 24 make sure that we have high quality teachers in  
 25 classrooms from the very beginning. And, you know,

Page 65

1 these 1240 waivers are helping us get there, but I  
 2 don't think that's the long-term fix and I don't want  
 3 it to become that.  
 4 SECRETARY KEY: Ms. Newton, the reason that we  
 5 looked in the last session to see if there was some  
 6 way that we could create more of a long-term approach  
 7 -- not just with the work that districts are doing,  
 8 with the work that the Department is doing through  
 9 Karli's team and other efforts that are going on and  
 10 the partnerships -- is that feedback we were getting  
 11 from the Board with those five-year requests for  
 12 waivers. And, you know, what we were learning pretty  
 13 quickly is that it was a growing problem but it  
 14 wasn't getting any better.  
 15 CHAIRMAN NEWTON: Uh-huh.  
 16 SECRETARY KEY: You know, the problem started  
 17 with those hard-to-fill positions, like science and  
 18 math. And now over the last seven years it has  
 19 become library media; it's even becoming more of a  
 20 problem with elementary.  
 21 CHAIRMAN NEWTON: Uh-huh.  
 22 SECRETARY KEY: And what we're seeing is  
 23 districts that need qualified and prepared elementary  
 24 teachers are never going to make that leap that we  
 25 need them to make on reading, teaching reading if

Page 66

1 we're constantly having that turnover that they're  
 2 suffering and also having unprepared 1240 waiver  
 3 teachers coming in. So we went back and changed the  
 4 law, and so -- because what we had was a minority  
 5 recruitment and retention plan that was one year at a  
 6 time. Y'all know that one-year plans are not a plan.  
 7 I mean it was a compliance piece and those plans  
 8 really didn't mean much. So what we tried to do, Dr.  
 9 Hill, to alleviate some of that stress that they're  
 10 under is creating that plan that they don't have to  
 11 come back and submit a new one every year. But  
 12 creating something that has strength to it, so that  
 13 in that three-year span that stress that they're  
 14 under of filling those slots can incorporate the  
 15 strategies that we're creating and offering and the  
 16 supports that we're offering through co-ops, through  
 17 retention -- recruitment and retention specialists,  
 18 through the Teach Arkansas program, all those things.  
 19 So it really all fits together in trying to become  
 20 more holistic in how we approach this issue.  
 21 So the five verses three, I mean that --  
 22 ultimately, that's your decision. I just wanted to  
 23 provide -- and I think Dr. Pfeffer has done a good  
 24 job of leading a lot of that work, but we're not  
 25 there yet, you know. So the first three-year plans

Page 67

1 don't -- they're not due till August 1st of this  
 2 year. So something that -- we are committed to  
 3 continue working with them; that's why we say we're  
 4 comfortable with the three years, because it fits  
 5 with the overall strategy that we're trying to adopt  
 6 and the supports that we're providing.  
 7 DR. PFEFFER: And I could see that in the future  
 8 with our partnerships and working with districts on  
 9 the plans that we would be identifying and bringing  
 10 to you "this district needs this extension," without  
 11 it having to become a big deal for a district to come  
 12 back. And, you know -- and -- or coming back and  
 13 celebrating they don't have to have the waivers.  
 14 CHAIRMAN NEWTON: Uh-huh.  
 15 DR. PFEFFER: They are fully able to operate on  
 16 their own. And so --  
 17 DR. HILL: Well, I just want to say, first of  
 18 all, I'm not trying to be adversarial in any way to  
 19 say I'm for three or five. My question was if -- and  
 20 what I've heard -- if they come in three and they  
 21 don't -- and we approve it, you know, and they come  
 22 back three years and they haven't met it, then what  
 23 do they do? I mean that's just -- that's just kind  
 24 of been my -- so then we -- because we understand the  
 25 pipeline of teachers and, God, I hope that we are

Page 68

1 able to put more teachers into the pipeline to meet  
 2 all of the objectives that we're hoping to for, in  
 3 particular, minority teachers and those under-served  
 4 areas. I pray that we're able to do that. But I'm  
 5 looking at it realistically throughout the country  
 6 how challenging it is for us to find educators and  
 7 get them certified. And so I'm not saying we don't  
 8 check on them; I'm just -- and I know the stress of  
 9 being in an under-served community, in an under-  
 10 served environment, and looking at three years verses  
 11 five years. And when you have a strategic plan you  
 12 can work with, you, under that timeframe -- that's  
 13 all I'm advocating. I'm not saying we've had three  
 14 years and you're done. I'm just -- I know the stress  
 15 in those communities, how it's better to think we  
 16 have this plan. But I'm not saying they don't check  
 17 in with you -- one year, every year. But at least  
 18 you have a strategic plan that you can put together  
 19 for recovery, that I know that the Dumas  
 20 superintendent made reference to, why after three --  
 21 why he was asking for five. That was my rationale to  
 22 making sure if we had a long-term plan. But I'm not  
 23 -- I'm not Ms. Newton; I don't know the certification  
 24 -- I've never done that. That's why I rely on them  
 25 to be able to say what's right or what's wrong in

Page 69

1 that element of teacher certification. That's not my  
 2 expertise.  
 3 DR. PFEFFER: And I think my response would be  
 4 that whether it's three or five years, five years  
 5 would just be two years later that they would come  
 6 back and ask for the extension if they needed it. I  
 7 also would look at it though is that in three years  
 8 that's a little bit sooner that we are more aware and  
 9 providing more support, you know, with -- when you go  
 10 -- the longer you go, there are always those  
 11 opportunities for you not to have that contact that  
 12 you would have when you're coming back.  
 13 DR. HILL: So they're not --  
 14 DR. PFEFFER: But it really is okay if we  
 15 disagree on that, so --  
 16 DR. HILL: No, no, no. I'm not disagreeing.  
 17 I'm just saying so we don't have that facilitation  
 18 going on annually rather than -- so we're just  
 19 checking every three years, so that's not part of the  
 20 educational or professional development plan?  
 21 DR. PFEFFER: So we are not going in and looking  
 22 at every district's Act 1240 waivers every single  
 23 year. And that's part of what I think today, as we  
 24 go through and talk about the Standards for  
 25 Accreditation. When districts have waivers from

Page 70

1 licensure for a long period of time, their problems  
 2 don't show up in their Standards for Accreditation.  
 3 When they're five years not having any requirement  
 4 for licensure, they're not meeting standards for five  
 5 years, and we don't know the extent of that. And  
 6 five years is a long time.  
 7 DR. HILL: I agree with that.  
 8 CHAIRMAN NEWTON: So, you know, if we align with  
 9 the teacher recruitment and retention plan, at the  
 10 end of that three years, you know, if they've got a  
 11 problem, then it could become where instead of the  
 12 district having to come back, you could come back and  
 13 say these 10 districts have been working their  
 14 teacher recruitment plan and these 10 districts have  
 15 been -- even though they've been working that plan,  
 16 still have problems, and we need to extend their  
 17 waiver for X-number of years.  
 18 DR. PFEFFER: Yes.  
 19 CHAIRMAN NEWTON: Or you come back and say these  
 20 15 districts worked their teacher recruitment plan  
 21 and they no longer need a waiver.  
 22 DR. PFEFFER: Exactly. Or they need more  
 23 limited waivers or -- and what it will do is we will  
 24 know what it is that's working in those districts.  
 25 CHAIRMAN NEWTON: Right.

Page 71

1 DR. PFEFFER: Like was described here, if the  
 2 issue is that we have teachers who want to stay but  
 3 we just don't have the housing in our community, we  
 4 need to be helping to drive that conversation in  
 5 their communities of if you want your teachers to  
 6 stay -- your district is doing all they can do, but  
 7 your community though is going to have to help build  
 8 those supports around it so that they'll stay --  
 9 CHAIRMAN NEWTON: Okay.  
 10 DR. PFEFFER: -- and want to be long-term  
 11 members of our communities. That's what we want.  
 12 CHAIRMAN NEWTON: Okay. All right. And --  
 13 Dr. Moore.  
 14 DR. MOORE: I do have a question since we're  
 15 having this sort of broader discussion. On those --  
 16 on that three-year teacher recruitment and retention  
 17 plan, did y'all send out a template to districts?  
 18 Are they --  
 19 DR. PFEFFER: It is coming very soon. And our  
 20 plan for implementation will also be there, so that  
 21 it's very clear how we'll work through that process.  
 22 Because we'll have a lot closer contact with  
 23 districts that have waivers or that their data are  
 24 showing that they have a lot of instability in their  
 25 workforce. Because, again, we just want to make sure

Page 72

1 that they're thinking about every avenue that they  
 2 have.  
 3 DR. MOORE: Okay. Will -- and I think we've had  
 4 this discussion before, but in -- both in the Act  
 5 1240 waiver and in that conversation will there be an  
 6 emphasis and a focus on collecting that information  
 7 on student achievement and student growth? Because  
 8 from this perspective -- which this district did a  
 9 great job -- the end-goal is licensure, when to me  
 10 the end-goal -- which to all of us it is not  
 11 licensure, it is student impact. What type of --  
 12 will that be included in those plans, and can we  
 13 continue to push that into these waiver requests?  
 14 DR. PFEFFER: We can. And I think those are  
 15 some additional data points that can be requested to  
 16 be included with that and also in reports that we do.  
 17 So that's good feedback for us. And as we update the  
 18 Act 1240 application we could put a component in  
 19 there to ask about how it is impacting student  
 20 achievement.  
 21 DR. MOORE: Yes.  
 22 CHAIRMAN NEWTON: Okay. Any other comments  
 23 here?  
 24 Ms. Dean?  
 25 MS. DEAN: No, thank you.

Page 73

1 CHAIRMAN NEWTON: Okay. All right. If there's  
 2 no other discussion, I think we're ready for a  
 3 motion.  
 4 MS. McFETRIDGE: I make the motion that we  
 5 accept the Lafayette County School District's 1240  
 6 waiver request for three years.  
 7 CHAIRMAN NEWTON: Okay. We have a motion by Ms.  
 8 McFetridge to approve the 1240 waiver for Lafayette  
 9 County for three years.  
 10 Do we have a second?  
 11 MR. SUTTON: I'll second.  
 12 CHAIRMAN NEWTON: We have a second by Mr.  
 13 Sutton.  
 14 All in favor?  
 15 (UNANIMOUS CHORUS OF AYES)  
 16 CHAIRMAN NEWTON: Any opposed?  
 17 Okay. All right. Congratulations, Ms.  
 18 Anderson. We look forward to seeing your plan and  
 19 hope -- wish you great success for the coming year.  
 20 MS. ANDERSON: Thank you all.  
 21 b) ALMA SCHOOL DISTRICT  
 22 CHAIRMAN NEWTON: All right. So we're moving on  
 23 to Alma.  
 24 DR. PFEFFER: Yes. The next item is the Alma  
 25 School District and they are requesting a waiver of

Page 74

1 Teaching Load for its primary school and intermediate  
 2 schools to accommodate a teacher apprenticeship  
 3 program. This district, as you can see in their  
 4 waiver request, is working with UAFS, and UAFS has  
 5 been a leader in promoting teacher preparation  
 6 through the work-based model which is basically what  
 7 we're outlining as Arkansas Teacher Residency Model.  
 8 And they've got -- had a close working relationship  
 9 with school districts in that area. So I think we  
 10 have a number of people from Alma and -- on the Zoom  
 11 to give you details about their request or answer any  
 12 of your questions.  
 13 CHAIRMAN NEWTON: Okay. Who do we have on from  
 14 Alma?  
 15 MS. TREECE: I'm Pam Treece; I'm Assistant  
 16 Superintendent for Curriculum and Instruction. And  
 17 also joining us are -- is Dr. Duffie, our incoming  
 18 Superintendent. Dr. Monica Riley with UAFS has just  
 19 boarded a plane, and so she had been on hold for  
 20 quite awhile but she did have to disconnect.  
 21 CHAIRMAN NEWTON: Okay. All right. Welcome.  
 22 We're glad that you're here. Do you have any  
 23 comments or anything that you would like to share?  
 24 MS. TREECE: Well, I've been listening to your  
 25 conversations with the previous waivers, and I just

Page 75

1 see our request for this waiver is somewhat a  
 2 prevention for having to issue the previous school  
 3 districts intent to cover what has become an issue  
 4 with getting teachers into the pipeline or promoting  
 5 their -- acquiring advanced degrees to satisfy the  
 6 specific requirements, like media specialist or  
 7 gifted and talented and that sort of thing. So what  
 8 I see our request involving is really an innovative  
 9 practice to prevent us getting into the situation  
 10 where we don't have quality applicants. And we're  
 11 just really excited to be a part of this. We  
 12 currently don't have a problem, but we are -- we do  
 13 recognize as the pipeline narrows that we want to be  
 14 ahead of the curve. And so we really -- we're really  
 15 excited to partner with UAFS to be part of that  
 16 prevention of the decline of teacher applicants.  
 17 CHAIRMAN NEWTON: Okay. All right. We'll see  
 18 if we have any questions.  
 19 Anyone on my right have a question or comment?  
 20 Over here?  
 21 Dr. Moore.  
 22 DR. MOORE: I do, yes. So these interns will be  
 23 in their final year at the university. Is that  
 24 correct?  
 25 MS. TREECE: Correct.

Page 76

1 DR. MOORE: And they -- will they be the teacher  
 2 for -- typically is an internship just a semester or  
 3 is it the year-long?  
 4 MS. TREECE: Well, there's actually two  
 5 different approaches that we've applied for. One is  
 6 the teacher apprentice program which is a year-long  
 7 internship. And to me, the heavy focus for the  
 8 success of this program is our selection of the  
 9 mentor teacher who works so very closely with the  
 10 interns. But the second answer to your question is  
 11 the enhanced internship which is just for a semester.  
 12 So it has a lot to do with their teacher preparation  
 13 and their coursework and where they fall in the model  
 14 and then whether or not we're able to access them at  
 15 that point.  
 16 DR. MOORE: Okay. And this is just for the  
 17 elementary level. Is that correct?  
 18 MS. TREECE: It is at this time. But I foresee  
 19 this model being applied at the secondary level in  
 20 the future. Honestly, I had an opportunity a couple  
 21 of years ago to contemplate this for our school  
 22 district. We just really didn't have the need at  
 23 that point. And it has grown to be that it's -- I  
 24 just needed to reconsider. And so through UAFS and  
 25 their embedded classes inside our intermediate and

Page 77

1 middle school at this time my eyes have been opened  
 2 to this just being a phenomenal approach for us to  
 3 grow our own and to help the teachers onboard with  
 4 our practices, our ways of training for reading skill  
 5 development, our math curriculum. So we're going to  
 6 be able to -- with your approval, we're going to be  
 7 able to really do the grow-your-own model and  
 8 acclimate the interns to see the way we deliver best  
 9 practices here in Alma.  
 10 DR. MOORE: Did you all have student interns  
 11 previously in your district?  
 12 MS. TREECE: Yes.  
 13 DR. MOORE: Okay. So --  
 14 MS. TREECE: We often --  
 15 DR. MOORE: -- the teachers and the mentor  
 16 teachers will be used to that?  
 17 MS. TREECE: Yes. And to further that  
 18 discussion, the embedded classes that I mentioned, we  
 19 have currently, like as of -- today is Thursday, so  
 20 we have 60 UAFS interns -- not interns -- students  
 21 who are in their year three who were -- we'll see  
 22 them through the internship program. And they are in  
 23 class today at Alma Middle School. And the neat  
 24 thing about that model is they can walk down the  
 25 halls and they can go into the classes they're

Page 78

1 assigned and look for what it is that they're  
 2 discussing in their college level classes. So it's a  
 3 great window of opportunity for them to see how we  
 4 run schools. And we hope that those 60 become  
 5 interns in our school district. Now the reality is  
 6 that's not going to happen because we have to share  
 7 with neighboring schools and other districts. But  
 8 it's just a great opportunity for college students to  
 9 see what school really looks like, not just a  
 10 theoretical idea.  
 11 DR. MOORE: Thank you for sharing all that.  
 12 CHAIRMAN NEWTON: That's excellent.  
 13 Any other discussion or questions?  
 14 Ms. Dean?  
 15 (MOMENT OF SILENCE)  
 16 CHAIRMAN NEWTON: Okay.  
 17 MS. DEAN: No, ma'am.  
 18 CHAIRMAN NEWTON: All right. One question, it  
 19 kind of goes back to something that you said earlier,  
 20 Secretary Key. We have seen several of these teacher  
 21 residency come up for request for waivers, and it's a  
 22 great program, it's innovative. Is there something  
 23 that we need to do as far as a law change to make  
 24 this --  
 25 Oh, you're already reading my mind.

Page 79

1 DR. PFEFFER: You were reading my mind. No, you  
 2 read mine.  
 3 The reason why they do have to come to ask for a  
 4 waiver is because part of the model is for your lead  
 5 or master teachers or your -- these teachers to  
 6 oversee the residents or the apprentice. So  
 7 therefore the apprentice is not able to be the  
 8 teacher of record because they don't yet have their  
 9 degree, and so therefore you've got an issue with who  
 10 has oversight for those students. So that's why  
 11 they're having to come and ask for this waiver.  
 12 So to Dr. Hill's point, what are things we could  
 13 do, we are going to need to look at law changes or  
 14 allowances where decisions can be made and allow  
 15 participation in this without every single district  
 16 always having to come and ask for these individual  
 17 waivers.  
 18 CHAIRMAN NEWTON: Okay.  
 19 DR. PFEFFER: So that's just something we will  
 20 be working on over the next few months as we get the  
 21 residency model launched.  
 22 CHAIRMAN NEWTON: Okay.  
 23 DR. PFEFFER: So that will prevent a lot of  
 24 this, you know, type of bringing districts in and  
 25 having to do this. And we foresee that this is

Page 80

1 something that the majority of our school districts  
 2 are going to be implementing in a short time.  
 3 CHAIRMAN NEWTON: Yeah. I can't understand why  
 4 you wouldn't; you know, it's a great model -- great  
 5 model, great for kids.  
 6 Okay. Any other questions?  
 7 Okay.  
 8 MS. POST: I was going to save this for my ATOY  
 9 report. But I was in the Fort Smith Elementary just  
 10 last week, maybe the week before, and saw this model  
 11 in action. You would not know that these were  
 12 college seniors teaching these classrooms; they were  
 13 phenomenal. And Pam mentioned the power of that  
 14 mentor; I think that's where the magic is. And they  
 15 told me it's just a no-fail option because the  
 16 success of these two classrooms falls back on that  
 17 mentor teacher as the teacher of record.  
 18 CHAIRMAN NEWTON: Yes.  
 19 MS. POST: So she is highly invested --  
 20 CHAIRMAN NEWTON: Sure.  
 21 MS. POST: -- in these interns teaching well.  
 22 So it's beautiful and I'm excited.  
 23 CHAIRMAN NEWTON: Good. Great. Great to get  
 24 some firsthand knowledge.  
 25 Any other --

Page 81

1 Okay. So I think we're ready for a motion.  
 2 DR. RANKIN: I will move to approve.  
 3 CHAIRMAN NEWTON: Okay. We have a motion by Dr.  
 4 Rankin to approve the waiver.  
 5 DR. MOORE: I'll second it.  
 6 CHAIRMAN NEWTON: Seconded by Dr. Moore.  
 7 All in favor?  
 8 (UNANIMOUS CHORUS OF AYES)  
 9 CHAIRMAN NEWTON: Any opposed?  
 10 Okay.  
 11 c) MARVELL-ELAINE SCHOOL DISTRICT  
 12 CHAIRMAN NEWTON: Marvell-Elaine.  
 13 DR. PFEFFER: Okay. I think this is -- this  
 14 will wrap up our Act 1240 waiver requests.  
 15 The Marvell-Elaine School District requests a  
 16 waiver of Teacher and Guidance Counselor Licensure  
 17 for its elementary and high school, and they're  
 18 requesting the waiver through the '24-25 school year.  
 19 They've worked closely with Jennifer Barbaree and  
 20 others with our Office of Coordinated Support and  
 21 Service, and I believe she is here as well. So we  
 22 have -- oh, we have the superintendent here to visit  
 23 with you and they can all answer questions much  
 24 better than I.  
 25 CHAIRMAN NEWTON: Okay. All right.

Page 82

1 DR. HILL: We have -- excuse me. We have a  
 2 question. How many years was the last one approved  
 3 for?  
 4 DR. RANKIN: Five.  
 5 CHAIRMAN NEWTON: Okay.  
 6 DR. HILL: Yeah, it was five. She --  
 7 CHAIRMAN NEWTON: Okay. Sorry, I didn't -- I'll  
 8 try to do better.  
 9 DR. HILL: No, she just was sort of asking, and  
 10 I wanted to make sure the record was clear.  
 11 CHAIRMAN NEWTON: All right.  
 12 Welcome.  
 13 MS. WILLIAMS: Good morning, Secretary Key,  
 14 Chair of the Board Newton, and to State Board  
 15 Members. I'm here representing the Marvell-Elaine  
 16 School District, and we're requesting an extension of  
 17 current Act 1240 waivers through the '24-25 school  
 18 year. And the waivers that we have, they have been  
 19 very vital to our district in regard to having  
 20 teachers in the classrooms -- providing Arkansas  
 21 qualified teachers in our classrooms. But our  
 22 primary intent or our major first intent is to hire  
 23 licensed teachers, but it has been very difficult to  
 24 hire licensed teachers in Marvell. There are certain  
 25 circumstances that has made it difficult for us. In

Page 83

1 addition to teacher shortages, Marvell is a rural  
 2 geographically isolated area, and so sometimes we  
 3 cannot get teachers who are certified to come to the  
 4 Marvell-Elaine area. And also the census data has  
 5 indicated that people are moving out of the area.  
 6 And then there are some things in regards to the  
 7 opportunities that are available within those local  
 8 communities, because if the teacher comes into the  
 9 area then they discover that they have to travel to a  
 10 major city for certain activities or to go to certain  
 11 grocery stores, things like that. But also, in  
 12 addition to that, our salary schedule, it is -- we --  
 13 our salary schedule is higher than some of the school  
 14 districts locally, but it's not as competitive as  
 15 districts in central Arkansas and other parts of the  
 16 area. So that kind of makes it difficult for us to  
 17 hire teachers as well.  
 18 So we are proposing that we would employ  
 19 teachers under an Act 1240 waiver and the teacher  
 20 would possess at least a minimum of bachelor's  
 21 degree. But with that bachelor's degree they will  
 22 also be required to be placed on a plan to become a  
 23 licensed teacher. And if we cannot hire a teacher  
 24 with a bachelor's degree, we're exploring the teacher  
 25 residency model. Because there are some people that

Page 84

1 are employed in our district who will make excellent  
 2 teachers, but the thing is to get them to that point  
 3 where they're comfortable enough to say I'm going to  
 4 take the next step and enroll in the classes to  
 5 become certified.  
 6 Currently, we -- at the start of the current  
 7 school year we had three teachers who were returning  
 8 who were employed under an Act 1240 waiver. One of  
 9 our teachers will be taking the science test at the  
 10 end of this month, and if she passes the science test  
 11 then she will be given a provisional license. We  
 12 also have another teacher who had -- who started out  
 13 as an APPLE provisional -- on a provisional license,  
 14 but she has a standard license now; she received that  
 15 during the first semester. And then we also had  
 16 another teacher who's employed under an Act 1240  
 17 waiver who was previously employed and she has a  
 18 provisional license, provisional APPLE license. And  
 19 the plan is for her to do what she needs to do in  
 20 order to obtain a standard license. For this school  
 21 year, the '21-22 school year the district hired eight  
 22 teachers under an Act 1240 waiver. And of those  
 23 eight teachers I have one that will be graduating in  
 24 May with her master's degree from Delta State; then  
 25 she'll begin the reciprocity process to become

Page 85

1 licensed in Arkansas. I also have a teacher who's  
 2 employed; she's currently in the APPLE program. She  
 3 will be taking a math sub-test and she's also  
 4 submitted her portfolio. She's awaiting the results  
 5 of her portfolio right now. But in regards to the  
 6 math sub-test, she has to re-take that test because  
 7 she missed the score by one point, so that is  
 8 something to consider. And then some of the other  
 9 district -- teachers who are employed in the  
 10 district, we have two who will begin at ARPEP; we  
 11 also have one who's going to take the MAT route. And  
 12 of the teachers who are employed under waiver this  
 13 year we have two who have already indicated that they  
 14 will be resigning; they've submitted their letters of  
 15 resignation.

16 Now how we're supporting our teachers is that  
 17 our teachers participate in the novice teacher  
 18 training. We have a Marigold teacher that's assigned  
 19 to them. They're also being mentored. We are  
 20 receiving some support from OCSS. Also, the  
 21 specialists from Great Rivers have been working with  
 22 our teachers. And all of the teachers who are  
 23 employed under an Act 1240 waiver, they're working on  
 24 a pathway in regards to the Science of Reading. Some  
 25 of them are already enrolled in the APPLE program --

Page 86

1 I mean the RISE program, either RISE 3 or 6.  
 2 So in regards to professional development, we  
 3 have kind of identified what needs to happen to  
 4 develop our teachers. Because we know that the  
 5 teachers we currently employ under the waiver, they  
 6 need to be supported, but they also need to have a  
 7 plan in regards to becoming licensed as well.

8 And we in Marvell-Elaine have realized that it's  
 9 very important that we basically end up having to  
 10 grow our own teachers because of the difficulty we  
 11 have encountered in trying to get teachers from  
 12 outside of the Phillips County area to come to  
 13 Phillips County and to be employed. Some come, maybe  
 14 stay one or two years; you know, get some experience,  
 15 then they seek advanced opportunities in other  
 16 districts. And also we know that it is a struggle to  
 17 not only hire teachers, but also to hire  
 18 administrators.

19 And also, speaking of that, we have -- currently  
 20 have our guidance counselor. We advertised for that  
 21 position; no one applied. So what happened was we  
 22 had an English teacher who applied, so she was hired  
 23 as a guidance counselor. And then she was placed  
 24 under an Act 1240 waiver and she's currently taking  
 25 courses based upon her program of study and -- to

Page 87

1 become licensed as a guidance counselor as she takes  
 2 the required exams.

3 But those are some of the things that we have  
 4 encountered in Marvell-Elaine. And we thought of a  
 5 plan in regards to trying to promote and support our  
 6 teachers. And the district has been working with  
 7 Kelsey Riley from Great Rivers, who is the  
 8 recruitment and retention facilitator, also in  
 9 regards to trying to make sure that our teachers who  
 10 are not licensed have a plan to obtain a license and  
 11 they're on the pathway for the time limit before the  
 12 waiver expires.

13 CHAIRMAN NEWTON: Okay. Thank you.  
 14 We'll see if any board members have questions  
 15 for you.  
 16 Anyone on my left have a question?  
 17 Okay. Dr. Moore.  
 18 DR. MOORE: Thank you for driving over here  
 19 today and sharing all with us.  
 20 MS. WILLIAMS: You're welcome.  
 21 DR. MOORE: As far as your guidance counselor,  
 22 that's great news that you have someone in that  
 23 position that's able to get that extra support and to  
 24 get their license. Do you have other services that  
 25 provide mental health supports to students at your

Page 88

1 school or is that guidance counselor the primary --  
 2 MS. WILLIAMS: We have some additional services  
 3 to provide mental health support. But the guidance  
 4 counselor -- it's in her guidance plan to provide  
 5 services --  
 6 DR. MOORE: Okay.  
 7 MS. WILLIAMS: -- to our students as well.  
 8 DR. MOORE: And is that a position that's K-12  
 9 or is that the high school or elementary?  
 10 MS. WILLIAMS: K-12.  
 11 DR. MOORE: Okay.  
 12 MS. WILLIAMS: The counselor serves grades K-12.  
 13 DR. MOORE: Okay. And then it sounds like  
 14 you're looking at your teachers, they're pretty  
 15 evenly distributed between elementary and middle  
 16 school/high school as far as Act 1240. Where are --  
 17 where's your largest need for teachers at this  
 18 moment?  
 19 MS. WILLIAMS: We have needs in both buildings  
 20 because we have two buildings, a K-5 building and a  
 21 6-12 building. And in regards to our current Act  
 22 1240 waivers, the eight teachers that were hired this  
 23 year, I have four at the elementary school and four  
 24 at the high school.  
 25 DR. MOORE: Okay. Thank you.

Page 89

1 CHAIRMAN NEWTON: Okay. Any questions on my  
 2 right?  
 3 Ms. Dean?  
 4 (MOMENT OF SILENCE)  
 5 CHAIRMAN NEWTON: All right. One question that  
 6 I had -- and this may be something the Department may  
 7 want to work on, I'm not sure -- you said the teacher  
 8 was working on a master's. That's your guidance  
 9 counselor currently? Is that the current guidance  
 10 counselor?  
 11 MS. WILLIAMS: The current guidance counselor is  
 12 in the program through A-State. She is taking --  
 13 CHAIRMAN NEWTON: So she is in a program. So  
 14 why would she not be on an ALP, I guess is my  
 15 question?  
 16 MS. WILLIAMS: Uh --  
 17 DR. PFEFFER: Dr. Sutherlin turned and asked me  
 18 that same question. So I think those are things  
 19 we'll want to look at and work through. And whatever  
 20 way we can clean some of that up we definitely would.  
 21 So --  
 22 CHAIRMAN NEWTON: Okay. So, you know, I don't  
 23 know if we need --  
 24 DR. PFEFFER: Yeah.  
 25 CHAIRMAN NEWTON: I guess my question is do we

Page 90

1 need --  
 2 DR. PFEFFER: For the waiver request?  
 3 CHAIRMAN NEWTON: Uh-huh.  
 4 DR. PFEFFER: I think given the fact that we  
 5 don't know for sure -- and if -- so for -- with an  
 6 ALP it may depend on whether or not this is a first-  
 7 time license or if they're already a licensed  
 8 educator. So I don't know for sure.  
 9 CHAIRMAN NEWTON: Okay.  
 10 DR. PFEFFER: We'll have to look at that.  
 11 CHAIRMAN NEWTON: So we'll go ahead and give it,  
 12 and then maybe y'all can work on that, you know,  
 13 piece -- part of it.  
 14 DR. PFEFFER: I think this is something they're  
 15 working closely with our OCSS team and we will go  
 16 through all of those.  
 17 CHAIRMAN NEWTON: Okay. Ms. Smith may have some  
 18 more information.  
 19 MS. SMITH: Yeah. And I just want to connect  
 20 the dots. Some of you guys are aware -- so, Denetra  
 21 Williams stepped in as interim superintendent. So  
 22 Marvell-Elaine several months ago was here because  
 23 they were in fiscal distress and they were under 350  
 24 and they needed a waiver. And Denetra stepped in  
 25 that day because their superintendent was ill, and

Page 91

1 since that time he passed away and she was appointed  
 2 interim. And so she's done a fabulous job, not a job  
 3 she asked for but she stepped in when -- very, very  
 4 difficult.  
 5 Jennifer, stand up back there.  
 6 This is Jennifer Barbaree; she works on my team.  
 7 She's worked very closely with Denetra.  
 8 Mr. Williams, he's on the board. He was here  
 9 before with the finances and talking about the  
 10 finances.  
 11 Dr. Ray, will you stand up?  
 12 She is just been the newly-hired superintendent  
 13 for Marvell-Elaine.  
 14 We will continue to closely work with them. We  
 15 need lots of support. I think you heard that when  
 16 she was talking about all the different levels and  
 17 obstacles that they face. They need lots of support  
 18 and we're committed to keep walking with them and get  
 19 them where they need to be.  
 20 But appreciate what you've done this year.  
 21 CHAIRMAN NEWTON: Yes.  
 22 MS. WILLIAMS: Thank you.  
 23 CHAIRMAN NEWTON: Yes, thank you.  
 24 [applause]  
 25 CHAIRMAN NEWTON: One other question that I had

Page 92

1 for the Department is -- she said that her math  
 2 instructor missed the Praxis cutoff by one point. Is  
 3 that not something that we're working on also? So  
 4 are y'all -- I don't know if it's -- whoever is  
 5 shaking their head at me --  
 6 DR. PFEFFER: Yes.  
 7 CHAIRMAN NEWTON: -- answer that, maybe to work  
 8 with her.  
 9 DR. PFEFFER: So we do need to look at it. That  
 10 would -- an alternate assessment plan will work for  
 11 them.  
 12 CHAIRMAN NEWTON: Uh-huh.  
 13 DR. PFEFFER: So I don't know if y'all have  
 14 visited about that.  
 15 So we'll follow-up with the team and see what  
 16 all plans we can put in place.  
 17 CHAIRMAN NEWTON: Okay. All right.  
 18 MS. WILLIAMS: Okay.  
 19 MS. BARBAREE: Jennifer Barbaree, OCSS Support.  
 20 The teacher that just took the math test, it's  
 21 just a recent score; so we didn't have the scores  
 22 prior to when we had to submit the application.  
 23 CHAIRMAN NEWTON: Sure.  
 24 MS. BARBAREE: So, yes, we can absolutely work  
 25 on getting them --



Page 93

1 CHAIRMAN NEWTON: Okay. Okay. Good. That's --  
 2 any chance that we can get to get a teacher certified  
 3 we want to be sure and get that and help the district  
 4 as much as we can. So, thank you for that.  
 5 MS. BARBAREE: Okay.  
 6 CHAIRMAN NEWTON: Appreciate it.  
 7 All right. So, see, some good news has come out  
 8 of this today. I know it was nerve-wracking for you,  
 9 but we appreciate you being here and giving us this  
 10 information because it was helpful.  
 11 Okay. So we are ready, I think, for a motion  
 12 from the Board.  
 13 Superintendent, did you have a comment?  
 14 SECRETARY KEY: I just want to say Mr. Williams  
 15 -- I just want to just brag on him for a second  
 16 because I think every time the district comes here  
 17 he's with them.  
 18 CHAIRMAN NEWTON: Yeah.  
 19 SECRETARY KEY: And you don't see that from very  
 20 many board members.  
 21 CHAIRMAN NEWTON: No.  
 22 SECRETARY KEY: I mean I just -- not blaming  
 23 anybody. I just -- I want to highlight him because  
 24 since I met him when I was still in the Legislature,  
 25 before I ever came to this job, I don't think you'll

Page 94

1 find anybody more dedicated to Marvell-Elaine Schools  
 2 than Mr. Williams. I just want to say that before  
 3 y'all vote on this.  
 4 [applause]  
 5 CHAIRMAN NEWTON: All right. Well, I think  
 6 we're ready for a motion.  
 7 DR. RANKIN: I will make that motion to approve  
 8 the waiver.  
 9 CHAIRMAN NEWTON: Okay. We have a motion to  
 10 approve the Marvell-Elaine School District waiver for  
 11 three years. And --  
 12 DR. HILL: Second.  
 13 MS. FRENO: Excuse me, Ms. Newton.  
 14 CHAIRMAN NEWTON: Okay.  
 15 MS. FRENO: Would you clarify if that's -- there  
 16 are two waiver requests.  
 17 CHAIRMAN NEWTON: Ah, yes. Okay.  
 18 MS. FRENO: One for Guidance Counselor licensure  
 19 and one is for Teacher Licensure.  
 20 CHAIRMAN NEWTON: Okay. So we do need to  
 21 clarify if it's for both waivers --  
 22 DR. RANKIN: This is for both waivers --  
 23 CHAIRMAN NEWTON: Okay.  
 24 DR. RANKIN: -- if I can do that -- both waivers  
 25 in one.

Page 95

1 CHAIRMAN NEWTON: Okay. All right. So we have  
 2 a motion to approve the Marvell-Elaine 1240 waiver  
 3 request for Teacher Licensure and Guidance Counselor  
 4 for three years. And the motion --  
 5 DR. HILL: Second.  
 6 CHAIRMAN NEWTON: -- was made by Dr. Rankin and  
 7 seconded by Dr. Hill.  
 8 Any -- all in favor?  
 9 (UNANIMOUS CHORUS OF AYES)  
 10 CHAIRMAN NEWTON: Any opposed?  
 11 All right. Motion passes.  
 12 Thank you for being here and sharing with us  
 13 this morning.  
 14 MS. WILLIAMS: You're welcome. And I thank --  
 15 CHAIRMAN NEWTON: It was very helpful.  
 16 MS. WILLIAMS: I thank you all for your time and  
 17 your attention. And I'm also grateful for the  
 18 support that we have received from DESE and OCSS, and  
 19 also the support I've received from my board  
 20 president. And I'm looking forward to the continued  
 21 support from our new superintendent.  
 22 CHAIRMAN NEWTON: Yes. Yes. And thank you for  
 23 stepping into a job that's not easy, I promise.  
 24 Yeah.  
 25 MS. WILLIAMS: Thank you all. You have a great

Page 96

1 day.  
 2 CHAIRMAN NEWTON: All right.  
 3 All right. That was the last 1240.  
 4 VI.3. KEYBOARDING/KEYCODE CHANGES: CODING BLOCK ADJUSTMENT  
 5 CHAIRMAN NEWTON: So we have some other changes.  
 6 Mr. White. Keyboarding/Keycode Changes to the Coding  
 7 Block Adjustment.  
 8 MR. WHITE: Good afternoon. Ross White,  
 9 Director for the Division of Career and Technical  
 10 Education.  
 11 So the first part of mine is more informational,  
 12 and Mr. Owen is going to come up for the actual  
 13 action item we need. It's kind of a split piece.  
 14 But we want to make sure that everybody fully  
 15 understands what's happening here.  
 16 So in your agenda was a document. And really  
 17 what this focus is on is keyboarding and keycoding.  
 18 So if you look at Standards for Accreditation, we do  
 19 have a requirement for grades 5-8 that students take  
 20 Career and Technical Education courses, and it's  
 21 specifically spelled out in there that they have to  
 22 have keyboarding or keycode.  
 23 So, first, is what's the difference between  
 24 keyboarding and keycode. So we've had keyboarding  
 25 for a long time. And that requirement, keycode, came

Page 97

1 about when we started adding the coding blocks into  
 2 the requirements there. And so it's the same course;  
 3 keycode just adds the additional coding block within  
 4 its standards. And so really there's -- there is a  
 5 difference between the classes, but that's why it  
 6 says keyboarding-slash-keycode is that that  
 7 difference there. Some districts still just do  
 8 keyboarding and fit that coding block in somewhere  
 9 else; some fit the coding block within the keycode  
 10 course, and then that's when we use that course. But  
 11 where our part from the Division of Career and  
 12 Technical Education -- obviously, we are the keeper  
 13 of these courses and standards -- is federally,  
 14 through Perkins, we are mandated through -- it was 7-  
 15 12, and so that was reauthorized in 2018. So when  
 16 Perkins was reauthorized in 2018, we can now serve as  
 17 grades 5-12. But prior we could only serve as grades  
 18 7-12 with our federal dollars. Since that time it's  
 19 just -- we've had a lot going on in the world since  
 20 we've moved into the new Perkins V authorization,  
 21 most of that being Covid. And so we've identified  
 22 that we can service down to grades 5 with keyboarding  
 23 or keycode.  
 24 The other piece being is that our students  
 25 obviously are learning at a very early age now

Page 98

1 keyboarding skills. Obviously, with our assessments  
 2 by 3rd grade we have -- most schools are doing quite  
 3 a job already to insure their students can type  
 4 proficiently because they need to be able to do that  
 5 for assessments.  
 6 So the conversation has really gone around are  
 7 we doing any good that we're keeping it at grades 7  
 8 or 8 to all of a sudden come back and say "we're  
 9 going to teach you the proper way to type." Now I'm  
 10 an old business teacher and I taught keyboarding and,  
 11 you know, the ergonomics of keyboarding and the  
 12 importance of it and what we need to be doing. But  
 13 we see that it's not working perfectly in grades 7 or  
 14 8.  
 15 Then the other issue we have -- not necessarily  
 16 an issue, just challenge that some schools have in  
 17 definitely more of our small or rural schools -- is  
 18 as we add-in our graduation requirement with coding  
 19 now a lot of business teachers are the teachers that  
 20 have moved into that area or willing to move into  
 21 that area. And so we're starting to put a lot of  
 22 burden on that one set area because they're expecting  
 23 to maybe be the keyboarding teacher, also computer  
 24 science, plus other areas. So to allow us to give a  
 25 little bit more flexibility to our schools we can

Page 99

1 move this around.  
 2 So, the first change is giving that 5 to 8  
 3 window verses the 7 to 8.  
 4 The second change we're making is licensure. So  
 5 a business certified teacher, which is the licensure  
 6 codes that are given there, can teach it. Also, the  
 7 addition of computer science teachers. And then  
 8 putting in an approval code. Because ultimately,  
 9 when I look at it, obviously all of our educators who  
 10 have a teaching license are pretty proficient at  
 11 keyboarding. They might not know all of the in-depth  
 12 skills that I got to learn in numerous courses that I  
 13 got to take in my undergrad on, you know, an electric  
 14 typewriter, to an old-school typewriter, to the many  
 15 different versions. So our office is developing  
 16 right now a six-hour training for them, more on the  
 17 ergonomics of keyboarding and the sides of  
 18 keyboarding that they might not really have in their  
 19 mindset. So teachers can go through that training  
 20 and upon completion of the six hours our office would  
 21 issue the approval code; it would be added to their  
 22 teaching license. So then we give school districts  
 23 the flexibility that any licensed teacher they have  
 24 can sit through that six-hour course and then add  
 25 that as an approval code, allowing for more educators

Page 100

1 to be able to teach keyboarding and giving that  
 2 flexibility. Because, since I've been here at a year  
 3 almost now, had a lot of feedback from  
 4 superintendents, principals who are really  
 5 struggling, trying to find those keyboarding teachers  
 6 or trying to balance it with all of the other  
 7 expectations that we have there.  
 8 So those are our two initial changes we're  
 9 making, is the grade-band and then adding additional  
 10 licensure areas that can do keyboarding -- but in  
 11 that we bring about keycode and the coding block.  
 12 That's with Anthony and his team with DESE, coding  
 13 block. And since that is a piece that your board --  
 14 or the Board will need to hopefully vote to approve  
 15 that change which will allow that coding block to  
 16 still work in a different grade-band.  
 17 And so I'm going to let Anthony talk a little  
 18 bit about that here in just a second. But if you  
 19 have questions for me about any of the course  
 20 changes, I will take those at this time.  
 21 CHAIRMAN NEWTON: Any questions?  
 22 Dr. Moore, you had questions?  
 23 DR. MOORE: I do.  
 24 I agree that students are typing earlier and  
 25 sometimes getting bad habits because of that. Are we

Page 101

1 seeing elementary schools having their students do  
 2 more typing courses?  
 3 MR. WHITE: And I mean if you really look at it,  
 4 a lot of districts, just from my experience, is  
 5 outside of it. And in conversations that I've had  
 6 with a lot of different educators and schools is, you  
 7 know, a lot of them during, you know, their pullout  
 8 times in their elementary age they are having a  
 9 computer lab or a computer skills course. And most  
 10 of those are doing an extensive amount of keyboarding  
 11 skills so they can teach those students home row keys  
 12 and just good etiquette when it comes around to basic  
 13 keyboarding skills that exist there. And so it's  
 14 pretty common. I wouldn't say that I could verify  
 15 that every school district --  
 16 DR. MOORE: Yeah.  
 17 MR. WHITE: -- for sure is doing that, but we're  
 18 seeing more and more of that. And so our ability to  
 19 try to catch those basic skills earlier is a part of  
 20 that change.  
 21 DR. MOORE: Do you expect to see a lot move that  
 22 down into the --  
 23 MR. WHITE: I mean I would anticipate seeing  
 24 that. I mean a lot of it is going to come to the --  
 25 you know, the make-up of the community, what works

Page 102

1 with the teachers. I know from my own personal  
 2 experiences in a district we wanted ours to be in 5th  
 3 grade and we kept having to get special permission to  
 4 do it, because it fit better and it was better for  
 5 our students. And then from the side of Career and  
 6 Technical Education, me -- I guess the selfish side  
 7 of me thinks it's good for us, because a lot of our  
 8 programs start with those middle level exploration  
 9 courses and we have them in all of our areas, and  
 10 they do very well, except for our business programs  
 11 of study because it's always been keyboarding is your  
 12 thing. So they don't really get any exploration  
 13 courses towards our business and marketing programs  
 14 of study because they're typically teaching  
 15 keyboarding. So it's a benefit to those programs.  
 16 It allows middle schools and junior highs to possibly  
 17 have some more exploration courses in those areas  
 18 where teachers have typically been tied up with  
 19 keyboarding courses. That's not a bad thing, but  
 20 it's been, you know, a lack in their ability to be  
 21 able to teach other courses.  
 22 DR. MOORE: That makes sense. Thank you.  
 23 CHAIRMAN NEWTON: Any other questions over here?  
 24 Any questions over here?  
 25 Okay.

Page 103

1 SECRETARY KEY: Ross, after a period is it one  
 2 space or two?  
 3 MR. WHITE: That's a really good question. It  
 4 depends on the generation in which you were trained,  
 5 you know. But they say now, if you go to the modern  
 6 technologies of Microsoft, Microsoft automatically  
 7 puts a double-space in there for you. If you're  
 8 still manually typewriting then it would be  
 9 considered a double-space. So --  
 10 SECRETARY KEY: I knew you'd have a good answer  
 11 for that, but I don't know which one is right. So --  
 12 MR. WHITE: Technically, you should have the  
 13 double-space. But it automatically gives it to you  
 14 in Microsoft, so you don't need it. So --  
 15 CHAIRMAN NEWTON: If you have the two brain --  
 16 two-space brain makes -- neutrality is a hard habit  
 17 to break, I promise.  
 18 MR. WHITE: Okay. Then I'm going to turn it  
 19 over to Anthony for his specific change that he would  
 20 have in these actions.  
 21 MR. OWEN: Thank you, Ross.  
 22 Anthony Owen, Department of Education, Office of  
 23 Computer Science.  
 24 I want to first commend Ross and Dr. Pfeffer and  
 25 their team for bringing about this change and really

Page 104

1 looking into it.  
 2 This is something that we've stressed the  
 3 importance of, moving keyboarding skills down. And  
 4 to a direct question -- Dr. Moore's -- our direct  
 5 answer to Dr. Moore's question, I will say that if  
 6 states are not teaching keyboarding skills earlier  
 7 than 5th grade they are actually in violation of  
 8 adopted standards. Because in our computer science  
 9 and computing standards we do have keyboarding skills  
 10 all the way down to kindergarten, including  
 11 practicing, locating the enter key, letter and number  
 12 keys, shift key for capital letters, space bar with  
 13 thumb, and then they progress each grade. Based on  
 14 work that our team did when we were looking at  
 15 standards for K-8 computer science, we felt that  
 16 those base instructional models were important.  
 17 However, moving the official keyboarding requirement  
 18 down, as Ross has said, will allow some flexibility.  
 19 In response to Secretary Key's question, we are  
 20 firmly in the one-space camp. So maybe we need to  
 21 start a new Twitter tag on that, hashtag.  
 22 So before -- what we have presented to you all  
 23 is an update. Really, there has been no content  
 24 changes to the coding block -- what was previously  
 25 named the coding block for grades 7 or 8. With DCT

Page 105

1 working so judiciously to move the keycode and  
 2 keyboarding offering down, we had to make our  
 3 standards reflective of that. We also took a step  
 4 back and looked at our guidance that we provided in  
 5 the introductory statement of how schools could  
 6 implement this.  
 7 So, really, the changes that we are asking y'all  
 8 to approve are (a) the name change away from coding  
 9 block for grades 7 and 8 to -- I believe we're  
 10 calling it middle school -- I had it on my computer,  
 11 then I lost it -- Arkansas Computer Science and  
 12 Computing Standards Middle School Introduction to  
 13 Coding; also, just the introductory statements. But  
 14 really the change that the -- two changes that the  
 15 Board needs to approve is the name change and the  
 16 grades that can be taught by -- or taught to.  
 17 CHAIRMAN NEWTON: Does it also include the  
 18 licensure requirements?  
 19 MR. OWEN: So on our coding block we have never  
 20 had a specific licensure requirement for the coding  
 21 block standards. They just simply have to have a  
 22 licensure that allows them to teach the grade levels  
 23 that the students are --  
 24 CHAIRMAN NEWTON: Okay.  
 25 MR. OWEN: -- being instructed. So we did not

Page 106

1 require a licensure to teach the coding block.  
 2 The work that Ross and them have done in  
 3 bringing the 528 in and the additional 512 approval  
 4 code that he was discussing really is about insuring  
 5 that the teachers have those keyboarding -- that  
 6 keyboarding knowledge as part of it. But we've  
 7 always felt that the coding block standards, because  
 8 they can be embedded into other content areas, such  
 9 as a math class, science class, library media  
 10 specialist -- we see that quite a bit, that we didn't  
 11 want to put additional onus on those teachers that  
 12 wanted to teach them as part -- embedded into their  
 13 existing curriculum.  
 14 CHAIRMAN NEWTON: Okay. All right. Do we have  
 15 questions for Mr. Owen?  
 16 All right. Ms. McFetridge, do you have a  
 17 question?  
 18 MS. McFETRIDGE: No.  
 19 CHAIRMAN NEWTON: Okay. All right. Ms. Dean,  
 20 did you have a question?  
 21 MS. DEAN: No. Thank you.  
 22 CHAIRMAN NEWTON: Okay. All right. So I think  
 23 we're going to need to take these are two separate  
 24 motions, Ms. Freno. Is that right?  
 25 MS. FRENO: That would be fine.

Page 107

1 CHAIRMAN NEWTON: All right. So, the first one  
 2 is the keyboarding/keycode changes and the coding  
 3 block adjustment.  
 4 DR. MOORE: I'll make a motion to approve.  
 5 CHAIRMAN NEWTON: Okay. We have a --  
 6 DR. RANKIN: Second.  
 7 CHAIRMAN NEWTON: Okay. A motion by Dr. Moore,  
 8 seconded by Dr. Rankin.  
 9 All in favor?  
 10 (UNANIMOUS CHORUS OF AYES)  
 11 CHAIRMAN NEWTON: Any opposed?  
 12 Okay. The second one is the change to the  
 13 Computer Science and Computing Standards.  
 14 MR. OWEN: For coding. For coding block.  
 15 CHAIRMAN NEWTON: For coding, okay.  
 16 Do we have a motion for that?  
 17 MS. McFETRIDGE: I'll make a motion to approve.  
 18 CHAIRMAN NEWTON: Okay. Motion by Ms.  
 19 McFetridge.  
 20 DR. MOORE: Second.  
 21 CHAIRMAN NEWTON: Seconded by Dr. Moore.  
 22 All in favor?  
 23 (UNANIMOUS CHORUS OF AYES)  
 24 CHAIRMAN NEWTON: Any opposed?  
 25 MR. OWEN: Thank y'all.

Page 108

1 CHAIRMAN NEWTON: Congratulations, guys. Y'all  
 2 are doing great work and we appreciate it very much.  
 3 VI.5. CHARTER AUTHORIZING PANEL DEVISIONS  
 4 a) CROSS COUNTY SCHOOL DISTRICT  
 5 CHAIRMAN NEWTON: Okay. Our last one of the  
 6 morning -- even though we've gone a little over, not  
 7 much, which is probably good for us -- the Charter  
 8 Authorizing Panel Decisions, Cross County School  
 9 District.  
 10 DR. SUTHERLIN: Yes. This is actually an item  
 11 that was left off of last month's agenda, so I just  
 12 wanted to clarify that.  
 13 CHAIRMAN NEWTON: Okay.  
 14 DR. SUTHERLIN: But it's Matthew Sutherlin,  
 15 Coordinator for Standards and Systems Support/  
 16 Charter.  
 17 And so Cross County School District's digital  
 18 learning plan approval. And the description is that  
 19 the digital learning plan has been reviewed  
 20 internally by the DESE review team and approved by  
 21 the Charter Authorizing Panel. This amendment is  
 22 being requested to extend the digital learning plan  
 23 through the duration of the charter for the Cross  
 24 County Elementary Technology Academy, and that is  
 25 actually through June 30, 2027.

Page 109

1 CHAIRMAN NEWTON: Okay. Any discussion?  
 2 Okay. We're ready for a motion.  
 3 MS. McFETRIDGE: I make the motion not to  
 4 review.  
 5 CHAIRMAN NEWTON: Okay. Have a motion not --  
 6 thank you for that catch, Ms. McFetridge; I  
 7 appreciate that. Motion not to review by Ms.  
 8 McFetridge.  
 9 DR. RANKIN: And I'll second.  
 10 CHAIRMAN NEWTON: Seconded by Dr. Rankin.  
 11 All in favor?  
 12 (UNANIMOUS CHORUS OF AYES)  
 13 CHAIRMAN NEWTON: Any opposed?  
 14 All right. Thank you, Mr. Sutherlin.  
 15 And I think we are to the end of our morning  
 16 session, so we will stop and break for lunch. Would  
 17 1:00 be all right? We'll be back at 1:00.  
 18 (LUNCH BREAK: 12:16 p.m. - 1:10 p.m.)  
 19 VII.1. FOR FINAL APPROVAL: DESE RULES GOVERNING BACKGROUND  
 20 CHECKS  
 21 CHAIRMAN NEWTON: All right. Welcome back.  
 22 We're going to continue on with our afternoon agenda.  
 23 The afternoon -- we have lots of rules for final  
 24 approval. And so the first ones up are Ms. Douglas.  
 25 MS. DOUGLAS: Good afternoon. Amy Douglas.

Page 110

1 We are here -- the first item is final approval  
 2 for Background -- rules governing Background Checks.  
 3 No substantive changes were made after public  
 4 comment.  
 5 CHAIRMAN NEWTON: Okay. Is there any discussion  
 6 on the rules governing Background Checks?  
 7 Okay. Then we are ready for a motion.  
 8 MR. SUTTON: Motion to approve.  
 9 CHAIRMAN NEWTON: We have a motion to approve by  
 10 Mr. Sutton.  
 11 DR. RANKIN: I'll second.  
 12 CHAIRMAN NEWTON: Seconded by Dr. Rankin.  
 13 All in favor?  
 14 (UNANIMOUS CHORUS OF AYES)  
 15 CHAIRMAN NEWTON: Any opposed?  
 16 Okay.  
 17 VII.2. FOR FINAL APPROVAL: DESE RULES GOVERNING EDUCATOR  
 18 LICENSURE  
 19 MS. DOUGLAS: Next we have DESE rules governing  
 20 Educator Licensure. No substantive changes were made  
 21 after public comment.  
 22 CHAIRMAN NEWTON: Okay. Is there -- are there  
 23 any discussion on the rules governing Educator  
 24 Licensure?  
 25 Okay. Hearing none, we're ready for a motion.

Page 111

1 MR. SUTTON: Motion to approve.  
 2 MS. WOODS: I'll second.  
 3 CHAIRMAN NEWTON: Mr. Sutton has made a motion  
 4 to approve, and it was seconded by Ms. Woods -- the  
 5 rules governing Education [sic] Licensure.  
 6 All in favor?  
 7 (UNANIMOUS CHORUS OF AYES)  
 8 CHAIRMAN NEWTON: Any opposed?  
 9 Okay.  
 10 VII.3. FOR FINAL APPROVAL: DESE RULES GOVERNING THE CODE OF  
 11 ETHICS FOR ARKANSAS EDUCATORS  
 12 MS. DOUGLAS: Next we have for final approval  
 13 DESE rules governing the Code of Ethics for Arkansas  
 14 Educators. No substantive changes were made after  
 15 public comment.  
 16 CHAIRMAN NEWTON: Okay. Any discussion?  
 17 Okay. We're ready for a motion.  
 18 MS. McFETRIDGE: I make a motion to approve.  
 19 CHAIRMAN NEWTON: Okay. We have a motion by Ms.  
 20 McFetridge to approve the rules governing Code of  
 21 Ethics for Educators.  
 22 DR. RANKIN: I'll second.  
 23 CHAIRMAN NEWTON: Seconded by Dr. Rankin.  
 24 All in favor?  
 25 (UNANIMOUS CHORUS OF AYES)

Page 112

1 CHAIRMAN NEWTON: Any opposed?  
 2 Okay.  
 3 VII.4. FOR FINAL APPROVAL: DESE RULES GOVERNING ELIGIBILITY AND  
 4 FINANCIAL INCENTIVES FOR NATIONAL BOARD PROFESSIONAL TEACHING  
 5 STANDARDS  
 6 MS. DOUGLAS: Next, we have for final approval  
 7 rules governing Eligibility and Financial Incentives  
 8 for National Board Professional Teaching Standards,  
 9 which your NBPT teachers. No substantive changes  
 10 were made after public comment.  
 11 CHAIRMAN NEWTON: Okay. Any discussion?  
 12 All right. We're ready for a motion.  
 13 MR. SUTTON: So moved.  
 14 CHAIRMAN NEWTON: A motion by Mr. Sutton.  
 15 MS. WOODS: I'll second.  
 16 CHAIRMAN NEWTON: Seconded by Ms. Woods.  
 17 All in favor?  
 18 (UNANIMOUS CHORUS OF AYES)  
 19 CHAIRMAN NEWTON: Any opposed?  
 20 Okay.  
 21 VII.5. FOR FINAL APPROVAL: DESE RULES GOVERNING ELIGIBILITY AND  
 22 FINANCIAL INCENTIVES FOR ARKANSAS LEADERSHIP ACADEMY MASTER  
 23 PRINCIPAL PROGRAM  
 24 MS. DOUGLAS: Next, and final for me, I have up  
 25 for final approval rules governing Eligibility and

Page 113

1 Financial Incentives for Arkansas Leadership Academy  
 2 Master Principal Program. No substantive changes  
 3 were made after public comment.  
 4 CHAIRMAN NEWTON: Okay. Any discussion on these  
 5 rules?  
 6 Okay. We need a motion.  
 7 MS. McFETRIDGE: I'll make the motion to  
 8 approve.  
 9 CHAIRMAN NEWTON: Motion by Ms. McFetridge to  
 10 approve the rules for Arkansas Leadership Academy.  
 11 DR. RANKIN: I'll second.  
 12 CHAIRMAN NEWTON: Seconded by Dr. Rankin.  
 13 All in favor?  
 14 (UNANIMOUS CHORUS OF AYES)  
 15 CHAIRMAN NEWTON: Any opposed?  
 16 Okay.  
 17 MS. DOUGLAS: Thank you.  
 18 VII.6. FOR FINAL APPROVAL: DESE RULES GOVERNING THE ARKANSAS  
 19 EDUCATIONAL SUPPORT AND ACCOUNTABILITY ACT (AESAA)  
 20 CHAIRMAN NEWTON: Ms. Freno, you're up.  
 21 MS. FRENO: Thank you, Ms. Newton. Lori Freno.  
 22 The first set of rules we have for final  
 23 approval are the rules governing the Arkansas  
 24 Educational Support and Accountability Act. There  
 25 were no public comments made and thus, no changes to

Page 114

1 the rules were made.  
 2 CHAIRMAN NEWTON: Okay. Any discussion on these  
 3 rules?  
 4 Okay. So we're ready for a motion.  
 5 DR. RANKIN: So moved.  
 6 CHAIRMAN NEWTON: Motion by Dr. Rankin.  
 7 MS. McFETRIDGE: Second.  
 8 CHAIRMAN NEWTON: Second by Ms. McFetridge to  
 9 approve the rules governing Arkansas Educational  
 10 Support and Accountability Act.  
 11 All in favor?  
 12 (UNANIMOUS CHORUS OF AYES)  
 13 CHAIRMAN NEWTON: Any opposed?  
 14 Okay.  
 15 VII.7. FOR FINAL APPROVAL: DESE RULES GOVERNING SCHOOL-BASED  
 16 AUTOMATED EXTERNAL DEFIBRILLATOR (AED) DEVICES AND  
 17 CARDIOPULMONARY RESUSCITATION (CPR) PROGRAMS IN ARKANSAS PUBLIC  
 18 SCHOOLS  
 19 CHAIRMAN NEWTON: Okay. The next set of rules  
 20 are the Division rules governing School-Based  
 21 Automatic -- Automated External Defibrillators  
 22 Devices and Cardiopulmonary Resuscitation Programs in  
 23 Arkansas Public Schools. There were changes made  
 24 following public comment, as a result of public  
 25 comment; none of them was substantive. And we

Page 115

1 request at this point that you allow final approval  
 2 of these rules.  
 3 CHAIRMAN NEWTON: Okay. Any discussion on these  
 4 rules?  
 5 Okay. We're ready for a motion then.  
 6 DR. MOORE: I'll move to approve.  
 7 CHAIRMAN NEWTON: Okay. A motion by Dr. Moore  
 8 to approve.  
 9 MR. SUTTON: I'll second.  
 10 CHAIRMAN NEWTON: Seconded by Mr. Sutton.  
 11 All in favor?  
 12 (UNANIMOUS CHORUS OF AYES)  
 13 CHAIRMAN NEWTON: Any opposed?  
 14 Okay.  
 15 VII.8. FOR FINAL APPROVAL: DESE RULES GOVERNING VISUAL AND  
 16 PERFORMING ARTS INSTRUCTION FOR STUDENTS IN GRADES ONE THROUGH  
 17 EIGHT (1-8)  
 18 MS. FRENO: Okay. Next are the Division rules  
 19 governing Visual and Performing Arts Instruction for  
 20 Students in Grades 1 through 8. A change was made as  
 21 a result -- a change to a definition was made as a  
 22 result of public comment, but non-substantive. And  
 23 we request final approval of these rules.  
 24 CHAIRMAN NEWTON: Okay. Any discussion on these  
 25 rules?

Page 116

1 All right. Do we have a motion?  
 2 DR. RANKIN: Second.  
 3 MS. McFETRIDGE: I make the motion. Sorry.  
 4 DR. RANKIN: I'll second.  
 5 CHAIRMAN NEWTON: Okay. All right. So I think  
 6 they worked through that among themselves. So Ms.  
 7 McFetridge made the motion and Dr. Rankin seconded  
 8 the motion to approve the governing -- rules  
 9 governing Visual and Performing Arts Instruction.  
 10 All in favor?  
 11 (UNANIMOUS CHORUS OF AYES)  
 12 CHAIRMAN NEWTON: Any opposed?  
 13 All right.  
 14 VII.9. FOR FINAL APPROVAL: DESE RULES GOVERNING REQUIRED  
 15 TRAINING FOR SCHOOL BOARD MEMBERS  
 16 CHAIRMAN NEWTON: Are you doing the next ones,  
 17 also?  
 18 MS. FRENO: I have two more. Yes, ma'am.  
 19 CHAIRMAN NEWTON: Okay.  
 20 MS. FRENO: The next are the Division rules  
 21 governing Required Training for School Board Members.  
 22 And there were some comments received. Some changes  
 23 were made, none were substantive. And we request  
 24 final approval.  
 25 CHAIRMAN NEWTON: Any discussion on the Required

Page 117

1 Training for School Board Members?  
 2 MR. SUTTON: Can I ask a question on that one?  
 3 Even though they weren't substantive, what were  
 4 they, changes made?  
 5 MS. FRENO: What -- the non-substantive changes  
 6 that were made?  
 7 MR. SUTTON: Uh-huh.  
 8 MS. FRENO: The one change that was made that  
 9 you all -- I believe the only change made was the one  
 10 that you all brought up --  
 11 MR. SUTTON: Oh.  
 12 MS. FRENO: -- at the last board meeting. There  
 13 was an equation that did not have a complete two-  
 14 sided -- there were not two things to add together.  
 15 But that change was made in the rules to make sure  
 16 that everything added up; so the equation is now  
 17 correct.  
 18 Let me refer you to the page, if you'd like to  
 19 look and kindly read it. That would be 7.03.1.3.  
 20 There had just been a section -- the law --  
 21 these are mirroring the law.  
 22 MR. SUTTON: Right.  
 23 MS. FRENO: There was just a section when the  
 24 rules were originally drafted that left out part of  
 25 an equation. That part of the equation was put back

Page 118

1 into the rules, so now the rules are analogous with  
 2 the law.  
 3 MR. SUTTON: There was also a question we had  
 4 clarifying or making clear the --  
 5 MS. FRENO: Yes.  
 6 MR. SUTTON: -- time that they had to get their  
 7 training in annually.  
 8 MS. FRENO: Yes. And I mean there weren't  
 9 changes made as a result of that because it was clear  
 10 --  
 11 MR. SUTTON: Right.  
 12 MS. FRENO: -- in the rules.  
 13 MR. SUTTON: Right.  
 14 MS. FRENO: But what it is is that if a school  
 15 board member is new -- if they're elected in May or  
 16 if they're elected in November, they have until  
 17 December the following year to get their nine  
 18 credits. But really, they have more than that  
 19 because they can hold over until a month after the  
 20 next board meeting, is my understanding.  
 21 MR. SUTTON: Yeah.  
 22 MS. FRENO: And, oh, and another change -- oh,  
 23 no, this is not a change; this was made in the  
 24 original rules. These are not mine, I'm sorry; so  
 25 that's why I'm just kind of, you know -- but if there

Page 119

1 are no other questions --  
 2 CHAIRMAN NEWTON: Any other questions?  
 3 Okay. Mr. Sutton, did that clear up your --  
 4 MR. SUTTON: Yes, ma'am.  
 5 CHAIRMAN NEWTON: Okay. All right. So I think  
 6 we're ready for a motion.  
 7 MR. SUTTON: Motion to approve.  
 8 CHAIRMAN NEWTON: We have a motion by Mr.  
 9 Sutton.  
 10 DR. MOORE: Second.  
 11 CHAIRMAN NEWTON: Seconded by Dr. Moore.  
 12 All in favor?  
 13 (UNANIMOUS CHORUS OF AYES)  
 14 CHAIRMAN NEWTON: Any opposed?  
 15 All right.  
 16 VII.10. FOR FINAL APPROVAL: DESE RULES GOVERNING THE RIGHT TO  
 17 READ ACT  
 18 MS. FRENO: Okay. The last set of rules that  
 19 I'm going to present are the rules governing the  
 20 Right to Read Act. You might remember in the last  
 21 meeting you all were concerned that the way the rules  
 22 were written it seemed like educators had to be  
 23 proficient in the use of eFinance.  
 24 CHAIRMAN NEWTON: Uh-huh.  
 25 MS. FRENO: But there was a change made to the

Page 120

1 rules which made clear that it was not proficiency in  
 2 eFinance that is required; it is proficiency in the  
 3 Science of Reading, and that proficiency had to then  
 4 be documented in eFinance. So that was the change --  
 5 CHAIRMAN NEWTON: Okay.  
 6 MS. FRENO: -- and that was not substantive. So  
 7 we request final approval of these rules.  
 8 CHAIRMAN NEWTON: Okay. Any discussion on  
 9 these?  
 10 I did have a question on this. In there, it  
 11 said that the Secretary would hire an education  
 12 ombudsman to oversee that. How -- can you tell us  
 13 about that?  
 14 SECRETARY KEY: Yes, and we have. Carol  
 15 Heringer is the ombudsman. She has been working  
 16 closely with the literacy team; she has been  
 17 attending -- going to meetings at co-ops and school  
 18 districts. So we -- and I meet quarterly with her at  
 19 -- regularly, and then as needed if there are other  
 20 things. So really she's just getting started -- I  
 21 think, Stacy, six months?  
 22 MS. SMITH: Yeah, about that.  
 23 SECRETARY KEY: Yeah. She's been onboard with  
 24 us about six months. But we already knew who she was  
 25 because she was part of our team. We took her from

Page 121

1 the literacy team and put her into this role, and  
 2 she's doing a great job.  
 3 So there will be a report that will be required,  
 4 and we are looking at after the assessment data come  
 5 in and get annualized in the fall. That will be the  
 6 first report that she provides.  
 7 CHAIRMAN NEWTON: Okay. And what was her name  
 8 again?  
 9 SECRETARY KEY: Carol Heringer.  
 10 CHAIRMAN NEWTON: Heringer. Okay.  
 11 SECRETARY KEY: H-e-r-i-n-g-e-r. I never can  
 12 remember if it's a hard G or a soft G. The Science  
 13 of Reading might be able to tell me that, Stacy.  
 14 CHAIRMAN NEWTON: Okay. Any other discussion on  
 15 these rules?  
 16 Thank you for that.  
 17 All right. We're ready for a motion.  
 18 DR. MOORE: I'll move to approve.  
 19 CHAIRMAN NEWTON: Motion by Dr. Moore.  
 20 MS. McFETRIDGE: Second.  
 21 CHAIRMAN NEWTON: Second by Ms. McFetridge.  
 22 All in favor?  
 23 (UNANIMOUS CHORUS OF AYES)  
 24 CHAIRMAN NEWTON: Any opposed?  
 25 All right.

Page 122

1 MS. FRENO: Thank you.  
 2 VII.11: FOR FINAL APPROVAL: DESE RULES GOVERNING STUDENT  
 3 SPECIAL NEEDS FUNDING  
 4 CHAIRMAN NEWTON: Ms. Salas-Ford.  
 5 MS. SALAS-FORD: Good afternoon. Courtney  
 6 Salas-Ford for the Department.  
 7 The first rules we have for your consideration  
 8 are the rules governing Student Special Needs  
 9 Funding. I apologize for the multiple emails I had  
 10 to send you all when we kept revising these rules,  
 11 but these are very important rules; they address  
 12 funding in the areas of ELL, ALE, PD, and ESA. And  
 13 so the changes that we proposed were only regarding  
 14 ALE and ESA funding.  
 15 We did receive a substantial number of comments  
 16 which caused us to go back and look and discuss some  
 17 of the proposed changes. Some of those were where we  
 18 had proposed an increase to the student/teacher  
 19 ratios in ALE classes and we decided to go ahead and  
 20 return to the existing student/teacher ratio. So  
 21 there will be no change there.  
 22 There were some other comments where we did not  
 23 decide to change the rules. We went ahead with our  
 24 proposals, but we did issue responses to the  
 25 comments, which are in the packet that you should

Page 123

1 have received and attached to the agenda.  
 2 But if you have any questions, I'm happy to try  
 3 to answer them. Or if it's regarding ESA, I've got  
 4 Dr. Pfeffer to back me up. And if it's ALE, Ms.  
 5 Smith can definitely help out as well.  
 6 CHAIRMAN NEWTON: Could you speak just a little  
 7 bit to the ALE, the .5 funding portion --  
 8 MS. SALAS-FORD: Yes.  
 9 CHAIRMAN NEWTON: -- why was it there?  
 10 MS. SALAS-FORD: Yeah, I'm going to let Ms.  
 11 Smith answer that.  
 12 CHAIRMAN NEWTON: Okay. Since I think that  
 13 there were several comments on that, I think we need  
 14 to at least address it.  
 15 MS. SMITH: Okay. So this is actually something  
 16 that we've been talking about for awhile and Covid  
 17 really kind of escalated the conversation. Several  
 18 years ago, we had several programs come and give  
 19 waivers for doing kind of a hybrid model of ALE. And  
 20 it really is focusing on -- when people think about  
 21 ALE they think about significant behavioral students.  
 22 Okay. But that's not the only purpose for ALE. Now  
 23 we have lots of students who fall through the cracks,  
 24 students who have fulltime jobs because they are  
 25 providing for the families, students who have

Page 124

1 homelessness -- I mean there are lots of reasons that  
 2 a student might find themselves in ALE, and so it's  
 3 not just about significant behavioral. And so an ALE  
 4 program, a couple of years ago, was created to have  
 5 this hybrid model that did a much more flexible  
 6 schedule, would still wrap-around support services.  
 7 I have visited several of those sites -- and I was  
 8 skeptical in the beginning. But after visiting, it  
 9 made sense and you could see how for those students  
 10 that's what they needed to get them through  
 11 graduation. There was lots of conversation about the  
 12 cost of operating that type of program and there were  
 13 waivers in place of waiving class size for ALE rules,  
 14 waiving -- see, and lots of waivers to allow that.  
 15 And then, the school funding. So what we did in  
 16 these rules is we tried to put some structure in  
 17 place around that model that we have seen grow  
 18 substantially across the state. And one of the  
 19 things was we did increase the ratio; so when we  
 20 increased the ratio, the number of students that  
 21 could serve in that model, we decreased the funding  
 22 amount for those students. And we basically said if  
 23 a student is working in a hybrid model, and only  
 24 attending in-person at school 50% of the time,  
 25 they're going to -- or less, they're going to only



Page 125

1 get .5 of the ALE funding. It's not foundation  
 2 funding; it's the additional amount for ALE.  
 3 CHAIRMAN NEWTON: Okay.  
 4 MS. SMITH: Okay. So you're not -- your student  
 5 funding for -- that student is still getting that --  
 6 that school district is still getting that full  
 7 funding amount for having that student as a part of  
 8 their school, but it's the additional funding for  
 9 ALE.  
 10 CHAIRMAN NEWTON: Okay.  
 11 MS. SMITH: Okay. We've had lots of questions  
 12 about whether or not we should be funding hybrid  
 13 models for ALE. We've had lots of conversations  
 14 around are they effective. Again, I think it's about  
 15 meeting specific students' needs who do have -- who  
 16 do have needs and need wraparound supports and  
 17 services.  
 18 One of the comments that -- when I was talking  
 19 about this with someone was if they can do virtual  
 20 learning on their own, they're not an ALE student.  
 21 And that's not who we're talking about here. If  
 22 you're a fulltime ALE, you're not -- or not fulltime  
 23 -- if you're a fulltime virtual student, you don't  
 24 qualify for ALE funding. Okay.  
 25 CHAIRMAN NEWTON: Okay.

Page 126

1 MS. SMITH: It's also not an option for a  
 2 district just to say "you had a behavior problem in  
 3 our school and we're tired of dealing with you,  
 4 you're going to the digital version of this." Okay.  
 5 That's not -- that's not what this is either. And  
 6 these rules actually give structure to that and don't  
 7 allow that. Okay.  
 8 So this is really kind of giving some  
 9 flexibility for school districts to think a little  
 10 bit differently about different types of ALEs that  
 11 they could have within their districts. I do believe  
 12 that there is a bigger conversation to have around  
 13 ALE funding, behavioral, mental health. And I think  
 14 that's something that's something that adequacy,  
 15 looking at that -- there's more to do.  
 16 For this particular revision here, it was really  
 17 about trying to give some structure to an already  
 18 approved model out there. And even that model when  
 19 it's being advertised to districts to consider doing  
 20 it, it's really even advertised as -- it costs you  
 21 only this much. And so, you know, it is recognized  
 22 that there are some cost pieces that are not as high.  
 23 CHAIRMAN NEWTON: Okay. All right. That's very  
 24 helpful. And I think -- I thought as many comments  
 25 as we had we needed to be sure to address and make it

Page 127

1 clear.  
 2 SECRETARY KEY: Stacy, let me -- just to  
 3 clarify, we're not changing anything in the fact that  
 4 each district has to develop and submit an ALE plan.  
 5 MS. SMITH: No.  
 6 SECRETARY KEY: Is that correct?  
 7 MS. SMITH: They still have to have an approved  
 8 plan.  
 9 SECRETARY KEY: Okay. And if they choose to use  
 10 this hybrid model, that would be submitted as part of  
 11 their plan. Even though they're paying for those  
 12 services or hybrids happening through a co-op or  
 13 whatever entity it is that has developed the model,  
 14 it still has to be approved by -- we still have to  
 15 approve each district's plan individually?  
 16 MS. SMITH: Absolutely. And districts that you  
 17 see that have a hybrid model in place already, they  
 18 actually have several different types of ALEs  
 19 generally. They usually do have an ALE onsite that  
 20 is to that smaller ratio with wraparound services  
 21 that are more behavioral or mental health students  
 22 needing support, and then they'll have -- they'll  
 23 have like three or four. In fact, later this  
 24 afternoon when I talk about Pine Bluff I'll actually  
 25 share four different ALE models that they have set up

Page 128

1 in their district to address different needs of  
 2 students.  
 3 CHAIRMAN NEWTON: Okay. All right. Very good.  
 4 Any discussion?  
 5 Ms. Post, do you have something you want to add  
 6 to that?  
 7 MS. POST: No. I was just happy to see the 15-  
 8 to-1 ratio was kept. Having taught with 12, 13 --  
 9 you start getting towards 14, 15 kids and it can be  
 10 really difficult to meet all of those academic needs,  
 11 but also the social-emotional needs that are in the  
 12 classroom. So I was happy to see that.  
 13 MS. SMITH: I'm glad you made that comment. And  
 14 I think that was the right thing to do, to take it  
 15 back to what it was. I think we've got to get  
 16 districts to start thinking about ratios and caps  
 17 differently. And that even goes with class size for  
 18 1st grade, kindergarten, 2nd grade. Just because it  
 19 says you can have 25 doesn't mean you should have,  
 20 depending on the students that are in that class at  
 21 that time. So an ALE situation or class there are  
 22 times, depending on those students' needs, going up  
 23 to 10 may not be appropriate; it's more appropriate  
 24 to have 5 with an additional goal. But, of course,  
 25 it's all tied to funding, it's all tied to need. But

Page 129

1 we've just got to try to flip the conversation on  
 2 that with people.  
 3 But thanks for that comment.  
 4 CHAIRMAN NEWTON: Any other comments over here?  
 5 Okay. Any questions or comments?  
 6 Ms. McFetridge.  
 7 MS. McFETRIDGE: I think if you could just walk  
 8 us through what happens when a child begins in a  
 9 hybrid program and they're not successful, how does  
 10 the school handle that? And then, at what point does  
 11 the funding -- if the child goes back into the  
 12 classroom, how is that done?  
 13 MS. SMITH: Very good question. So the district  
 14 -- we're going to have to make a way for districts to  
 15 identify students as being in the hybrid model.  
 16 Okay. There's a requirement within these rules for a  
 17 district to -- as they submit a plan for hybrid that  
 18 they have criteria set to determine whether or not a  
 19 student is being successful. So based on their  
 20 district plan they should be following that. If a  
 21 student is not being successful, passing their  
 22 classes, getting -- meeting -- you know, doing the  
 23 credits that they need to be doing, or attending on  
 24 days they're supposed to be, they'll be required to  
 25 come to -- required to return to school. And it

Page 130

1 would just require the district to flip that student  
 2 over into fulltime ALE.  
 3 MS. McFETRIDGE: And then, the funding is there  
 4 for them fairly quickly then?  
 5 MS. SMITH: We calculate that by FTE, by the  
 6 number of days that they're in the program. So it's  
 7 -- it's a very -- it's a calculation based on how  
 8 many kids -- a lot of students are not in there the  
 9 full year; they're only in there a partial year.  
 10 CHAIRMAN NEWTON: Right.  
 11 MS. SMITH: So it's based on the number of days  
 12 that they're in there.  
 13 SECRETARY KEY: And it's reimbursed.  
 14 MS. SMITH: It's reimbursed.  
 15 SECRETARY KEY: So it's the year --  
 16 MS. SMITH: Right.  
 17 SECRETARY KEY: -- after they incur the expense  
 18 that they get paid for that year's expense?  
 19 MS. SMITH: Yes, it's a reimbursement.  
 20 MS. McFETRIDGE: Okay. Thank you.  
 21 CHAIRMAN NEWTON: Ms. Dean, do you have a  
 22 question?  
 23 MS. DEAN: No, ma'am.  
 24 CHAIRMAN NEWTON: Okay. All right.  
 25 MS. SMITH: Is that good?

Page 131

1 CHAIRMAN NEWTON: I think -- I think we've got  
 2 it --  
 3 MS. SMITH: Well, I want to thank you all  
 4 personally because Courtney Salas-Ford said if I  
 5 could get up here and explain these rules to y'all  
 6 that I would get a six-pack of Diet Dr. Pepper. So,  
 7 thank you. I appreciate it. Good job.  
 8 CHAIRMAN NEWTON: All right. Okay. So I think  
 9 we're ready for a motion.  
 10 DR. RANKIN: I'll make that motion.  
 11 CHAIRMAN NEWTON: Okay. We have a motion by Dr.  
 12 Rankin.  
 13 MS. WOODS: I'll second.  
 14 CHAIRMAN NEWTON: Seconded by Ms. Woods.  
 15 All in favor?  
 16 (UNANIMOUS CHORUS OF AYES)  
 17 CHAIRMAN NEWTON: Any opposed?  
 18 All right.  
 19 VII.12: FOR FINAL APPROVAL: DESE RULES GOVERNING DECLINING  
 20 ENROLLMENT AND STUDENT GROWTH FUNDING  
 21 CHAIRMAN NEWTON: Moving on --  
 22 MS. SALAS-FORD: All right. Courtney Salas-Ford  
 23 for the Department again.  
 24 These next rules are the rules governing  
 25 Declining Enrollment and Student Growth Funding. And

Page 132

1 the only change that was proposed to these rules is  
 2 as a result of legislation. Previously, a school  
 3 district was only entitled to receive either  
 4 declining enrollment or special needs isolated  
 5 funding. And as a result of Act 909 districts can  
 6 now receive both of those, and so that change was  
 7 made. The only comments received were about  
 8 grammatical types of changes, so we fixed those. No  
 9 other comments were received. And so we are  
 10 requesting final approval.  
 11 CHAIRMAN NEWTON: Okay. Any discussion on these  
 12 rules?  
 13 All right. We're ready for a motion.  
 14 MS. McFETRIDGE: I make the motion for approval.  
 15 CHAIRMAN NEWTON: Motion by Ms. McFetridge.  
 16 MR. SUTTON: Second.  
 17 CHAIRMAN NEWTON: Seconded by Mr. Sutton.  
 18 All in favor?  
 19 (UNANIMOUS CHORUS OF AYES)  
 20 CHAIRMAN NEWTON: Any opposed?  
 21 Okay.  
 22 VII.13: FOR FINAL APPROVAL: DESE RULES GOVERNING THE STAR-  
 23 SPANGLED BANNER ACT  
 24 MS. SALAS-FORD: Okay. The next rules are the  
 25 rules governing the Star-Spangled Banner Act. Again,

Page 133

1 these rules are the result of legislation passed  
 2 during the 2021 session, which requires school  
 3 districts to play the Star-Spangled Banner at the  
 4 beginning of each school sanctioned sporting event  
 5 and at least one time each week during school hours.  
 6 The State Board and the Department were charged with  
 7 drafting these rules setting forth the types of Star-  
 8 Spangled Banner renditions that could be played, and  
 9 so we put those out; did not receive any comments.  
 10 And so we are requesting final approval.  
 11 CHAIRMAN NEWTON: Okay. Any discussion on these  
 12 rules?  
 13 We're ready for a motion.  
 14 DR. MOORE: I'll move to approve.  
 15 CHAIRMAN NEWTON: Motion by Dr. Moore.  
 16 DR. RANKIN: I'll second.  
 17 CHAIRMAN NEWTON: Seconded by Dr. Rankin.  
 18 All in favor?  
 19 (UNANIMOUS CHORUS OF AYES)  
 20 CHAIRMAN NEWTON: Any opposed?  
 21 Okay.  
 22 VII.14: FOR PUBLIC COMMENT: DESE RULES GOVERNING SCHOOL SAFETY  
 23 CHAIRMAN NEWTON: Our last rules for the day.  
 24 MS. SALAS-FORD: Yes. These are the rules  
 25 governing School Safety, and we are actually looking

Page 134

1 to put these out for public comment. So this is the  
 2 initial draft that was put together through  
 3 collaborative work with the Arkansas Center for  
 4 School Safety, at the Criminal Justice Institute, and  
 5 the DEE Safe Schools Committee which is  
 6 representative of SROs, superintendents, teachers,  
 7 counselors, mental health behaviorists. And so we  
 8 meet usually about every-other-month. And the  
 9 committee worked to put these rules together, which  
 10 also very closely mirrored the two acts that were  
 11 passed during the last session. Most of the  
 12 information has to do with the relationship between a  
 13 school district and a law enforcement agency. If  
 14 they choose to have an SRO at their school, it sets  
 15 forth the training requirements for both school  
 16 district staff and the SRO. And has some other  
 17 information in there about a principal's obligation  
 18 to report criminal activity. That is actually not a  
 19 new law, it's not a new requirement; it was just  
 20 something that we felt was important to put with this  
 21 other information so that it's all in one place and  
 22 easy for school districts to access.  
 23 CHAIRMAN NEWTON: Okay.  
 24 MS. SALAS-FORD: And I'm happy to answer any  
 25 questions.

Page 135

1 CHAIRMAN NEWTON: All right. Any discussion on  
 2 these rules?  
 3 All right. And these will be released for  
 4 public comment pending Governor's office approval?  
 5 MS. SALAS-FORD: Yes.  
 6 CHAIRMAN NEWTON: Okay. Do we have a motion?  
 7 MS. WOODS: I'll move to approve.  
 8 CHAIRMAN NEWTON: Okay. Motion by Ms. Woods.  
 9 DR. MOORE: Second.  
 10 CHAIRMAN NEWTON: Seconded by Dr. Moore.  
 11 All in favor?  
 12 (UNANIMOUS CHORUS OF AYES)  
 13 MS. SALAS-FORD: Thank you.  
 14 MOTION/VOTE FOR INCOMING BOARD CHAIR AND VICE CHAIR  
 15 CHAIRMAN NEWTON: Under New Business -- Ms.  
 16 Freno. I think our Nominating Committee is ready for  
 17 a recommendation. Ms. McFetridge.  
 18 MS. McFETRIDGE: Yes. The Nominating Committee  
 19 would like to bring forward Ms. Ouida Newton as Chair  
 20 for the incoming year and Dr. Moore as Vice Chair for  
 21 the incoming year. So --  
 22 CHAIRMAN NEWTON: Okay.  
 23 MS. FRENO: And so at this point there can be an  
 24 election today -- well, first, we have to see if the  
 25 candidates would be willing to accept the

Page 136

1 nominations. And if they are, there can be an  
 2 election today or there can be an election in May.  
 3 CHAIRMAN NEWTON: Okay.  
 4 MS. FRENO: State Board meeting in May.  
 5 CHAIRMAN NEWTON: All right. So I'm okay, if  
 6 you're okay.  
 7 DR. MOORE: I'm okay.  
 8 CHAIRMAN NEWTON: Okay. So can we just -- how  
 9 do we proceed from here? Do we do both of them the  
 10 same or separate? How do we proceed?  
 11 MS. FRENO: Okay. I would suggest, first, you  
 12 vote on adding this item to the agenda, which is the  
 13 election of new officers.  
 14 CHAIRMAN NEWTON: Okay. All right. So we need  
 15 a motion to add this item to the agenda.  
 16 MS. McFETRIDGE: So moved.  
 17 MS. DEAN: So moved.  
 18 CHAIRMAN NEWTON: Okay. We have a motion by Ms.  
 19 Dean, seconded by Ms. McFetridge.  
 20 All in favor?  
 21 (UNANIMOUS CHORUS OF AYES)  
 22 CHAIRMAN NEWTON: Any opposed?  
 23 Okay.  
 24 MS. FRENO: And I think it would be a good idea  
 25 to do those -- handle them separately.

Page 137

1 CHAIRMAN NEWTON: Okay.  
 2 MS. FRENO: Separate motions.  
 3 CHAIRMAN NEWTON: All right. Does it matter  
 4 which one?  
 5 MS. FRENO: No.  
 6 CHAIRMAN NEWTON: Okay.  
 7 MS. FRENO: It does not matter.  
 8 CHAIRMAN NEWTON: All right. So we'll start  
 9 with Chair first. Is that okay?  
 10 And I feel really weird about doing this.  
 11 MS. McFETRIDGE: Well --  
 12 CHAIRMAN NEWTON: So --  
 13 MS. FRENO: Well, you just say, "Does anyone  
 14 have a motion?"  
 15 CHAIRMAN NEWTON: Okay. Does anyone have a  
 16 motion?  
 17 MS. McFETRIDGE: I'd like to --  
 18 MS. WOODS: So it would be a motion to accept  
 19 the nomination from the Nominating Committee?  
 20 MS. FRENO: Yes. Yes.  
 21 MS. WOODS: Okay.  
 22 CHAIRMAN NEWTON: Okay.  
 23 MS. WOODS: Then I will move to accept the  
 24 nomination of Ouida Newton as Chair.  
 25 CHAIRMAN NEWTON: Okay. Do we have a second?

Page 138

1 That was Ms. Woods. Do we have a second?  
 2 MR. SUTTON: I'll second that.  
 3 CHAIRMAN NEWTON: Second by --  
 4 MR. SUTTON: For three years.  
 5 CHAIRMAN NEWTON: As long as I keep it one-day  
 6 meetings, is that the caveat to that motion?  
 7 MR. SUTTON: Right.  
 8 CHAIRMAN NEWTON: Okay. So second by Mr.  
 9 Sutton. Is it okay just to do a voice vote?  
 10 SECRETARY KEY: Yes.  
 11 CHAIRMAN NEWTON: Okay. All in favor?  
 12 MS. FRENO: After any discussion.  
 13 CHAIRMAN NEWTON: Any discussion?  
 14 Okay. Okay.  
 15 MS. McFETRIDGE: We're excited to have you  
 16 again.  
 17 CHAIRMAN NEWTON: Well, thank y'all. Thank  
 18 y'all very much.  
 19 Well, let's vote. All in favor?  
 20 (UNANIMOUS CHORUS OF AYES)  
 21 CHAIRMAN NEWTON: Any opposed?  
 22 All right. Thank y'all very much. It's an  
 23 honor to represent y'all. And I hope I don't stumble  
 24 too much over my words because going from being a  
 25 classroom teacher just for a few kids to doing this

Page 139

1 is quite a jump for me. But I appreciate your vote  
 2 of confidence and I'll do my best to serve you.  
 3 So we're ready for a motion for Vice Chair. Is  
 4 that right?  
 5 MS. WOODS: I'll move to accept the nomination  
 6 of the Nominating Committee, Dr. Sarah Moore, to be  
 7 our Vice Chair.  
 8 CHAIRMAN NEWTON: Okay. We have a motion by Ms.  
 9 Woods.  
 10 DR. HILL: Second.  
 11 CHAIRMAN NEWTON: Seconded by Dr. Hill.  
 12 All in favor?  
 13 (UNANIMOUS CHORUS OF AYES)  
 14 CHAIRMAN NEWTON: Any opposed?  
 15 Okay. Would you like to say something?  
 16 MS. McFETRIDGE: Congratulations.  
 17 DR. MOORE: I'm here.  
 18 CHAIRMAN NEWTON: Okay. Thank y'all very much.  
 19 We will do our very best. And I think all of you  
 20 know if you ever have any concerns you can talk to  
 21 Sarah or I, if Ms. Freno says it's okay that you can  
 22 talk to us. And we will do our very best to help in  
 23 any way we can.  
 24 All right. So we -- I have written here Hard  
 25 Stop for Ms. Sharon. Okay. So we're going to take a

Page 140

1 break. And how about we come back at 2:00. Would  
 2 that be too long? Okay, 10-till 2:00 -- 1:50. Okay,  
 3 about 10 minutes. We'll take a 10-minute break and  
 4 we'll be back in a few minutes.  
 5  
 6  
 7 (The Action Agenda was concluded at 1:39 p.m.)  
 8  
 9  
 10  
 11  
 12  
 13  
 14  
 15  
 16  
 17  
 18  
 19  
 20  
 21  
 22  
 23  
 24  
 25

C E R T I F I C A T E

STATE OF ARKANSAS )  
                              ) ss.  
COUNTY OF SALINE )

I, SHARON K. HILL, CCR, a Certified Stenomask Reporter and Notary Public before whom the foregoing proceedings was taken, do hereby certify that the same is a true and correct transcription before the Arkansas Division of Elementary and Secondary Education, State Board of Education, in Little Rock, Arkansas, on April 14, 2022, that the said proceedings was reduced to typewritten form by me or under my direction and supervision; and that the foregoing pages constitute a true and correct transcription of all proceedings had in said matter.

I FURTHER CERTIFY that I am neither counsel for, related to, nor employed by any of the parties to this action.

I FURTHER CERTIFY that I have no contract with any parties within this action that affects or has a substantial tendency to affect impartiality, that requires me to relinquish control of an original transcript or copies of the transcript before it is certified and delivered to the custodial agency, or that requires me to provide any service not made available to all parties to the action.

WITNESS, MY HAND AND SEAL, THIS DATE: April 25, 2022.

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

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| [                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | acquiring (1)<br>75:5                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 97:3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 109:22;123:1;136:12,<br>15;140:7                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | alternate (1)<br>92:10                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| [applause] (2)<br>91:24;94:4<br>[sic] (1)<br>111:5                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | across (2)<br>18:16;124:18<br>Act (44)<br>9:22;12:1,3,7;<br>13:25;14:7,14,18;<br>16:16;18:12;20:24;<br>26:15;44:4;46:8,22,<br>24;50:14,18;51:25;<br>52:19,25;57:10;58:9;<br>69:22;72:4,18;81:14;<br>82:17;83:19;84:8,16,<br>22;85:23;86:24;88:16,<br>21;113:19,24;114:10;<br>119:17,20;132:5,23,<br>25                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | adequacy (1)<br>126:14<br>adjust (1)<br>11:18<br>ADJUSTMENT (3)<br>96:4,7;107:3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | ago (6)<br>32:15;51:24;76:21;<br>90:22;123:18;124:4<br>agree (2)<br>70:7;100:24<br>agreed (1)<br>21:23<br>agreement (1)<br>63:1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | always (11)<br>15:16;18:6,19;36:6;<br>43:3;56:8;59:12;<br>69:10;79:16;102:11;<br>106:7                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| A                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | administration (1)<br>34:5                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | administrators (1)<br>86:18                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | amazed (1)<br>21:17                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| A4.1 (1)<br>30:19<br>ability (2)<br>101:18;102:20<br>able (17)<br>18:20;31:12;41:22;<br>48:15;67:15;68:1,4,<br>25;76:14;77:6,7;79:7;<br>87:23;98:4;100:1;<br>102:21;121:13<br>above (2)<br>28:23;31:17<br>abruptly (1)<br>20:13<br>absences (4)<br>32:2,3;33:3,4<br>absolutely (2)<br>92:24;127:16<br>academic (1)<br>128:10<br>Academy (4)<br>108:24;112:22;<br>113:1,10<br>accept (6)<br>10:17;73:5;135:25;<br>137:18,23;139:5<br>access (5)<br>14:12;34:12;51:3;<br>76:14;134:22<br>acclimate (1)<br>77:8<br>accommodate (1)<br>74:2<br>accordance (4)<br>19:15;25:2;44:18,<br>20 | Action (5)<br>10:25;17:19;80:11;<br>96:13;140:7<br>actions (2)<br>13:17;103:20<br>activities (4)<br>21:10;26:3,4;83:10<br>activity (1)<br>134:18<br>acts (1)<br>134:10<br>actual (5)<br>15:21;31:24;32:13;<br>60:20;96:12<br>actually (17)<br>19:18;24:13;28:23;<br>33:5;45:14,18;62:8;<br>76:4;104:7;108:10,25;<br>123:15;126:6;127:18,<br>24;133:25;134:18<br>add (7)<br>9:24;17:3;35:1;<br>99:24;117:14;128:5;<br>136:15<br>added (2)<br>99:21;117:16<br>add-in (1)<br>98:18<br>adding (3)<br>97:1;100:9;136:12<br>addition (4)<br>33:5;83:1,12;99:7<br>additional (16)<br>35:13;36:19,24;<br>37:7,20;38:11;60:11;<br>72:15;88:2;97:3;<br>100:9;106:3,11;125:2,<br>8;128:24<br>address (4)<br>122:11;123:14;<br>126:25;128:1<br>addressed (2)<br>17:18,21<br>addressing (1)<br>29:24<br>adds (1) | adopt (6)<br>6:12,23;7:17;8:16;<br>10:11;67:5<br>adopted (2)<br>8:24;104:8<br>adopts (1)<br>5:3<br>Advanced (3)<br>24:11;75:5;86:15<br>adversarial (1)<br>67:18<br>advertised (3)<br>86:20;126:19,20<br>advertisement (1)<br>53:1<br>advertising (1)<br>54:6<br>advisor (1)<br>4:20<br>advocating (1)<br>68:13<br>AED (1)<br>114:16<br>AESAA (1)<br>113:19<br>affecting (1)<br>37:25<br>affects (1)<br>38:7<br>afraid (1)<br>58:7<br>afternoon (6)<br>96:8;109:22,23,25;<br>122:5;127:24<br>after-the-fact (1)<br>37:7<br>again (9)<br>32:20;35:7;61:23;<br>71:25;121:8;125:14;<br>131:23;132:25;138:16<br>against (1)<br>28:5<br>age (2)<br>97:25;101:8<br>agency (1)<br>134:13<br>AGENDA (17)<br>9:7,9,11,14;10:14,<br>25;11:6,11;15:21;<br>50:21;96:16;108:11; | aide (2)<br>41:7;42:22<br>airport (1)<br>21:19<br>ALE (24)<br>122:12,14,19;123:4,<br>7,19,21,22;124:2,3,13;<br>125:1,2,9,13,20,22,24;<br>126:13;127:4,19,25;<br>128:21;130:2<br>ALEs (2)<br>126:10;127:18<br>align (3)<br>45:24;61:11;70:8<br>aligns (1)<br>59:15<br>alleviate (1)<br>66:9<br>allotted (3)<br>29:20;32:5;34:10<br>allow (9)<br>20:7;38:6;79:14;<br>98:24;100:15;104:18;<br>115:1;124:14;126:7<br>allowable (1)<br>41:6<br>allowances (1)<br>79:14<br>allowing (3)<br>51:19;54:22;99:25<br>allows (2)<br>102:16;105:22<br>ALMA (7)<br>73:21,23,24;74:10,<br>14;77:9,23<br>almost (4)<br>8:19;21:24;52:4;<br>100:3<br>along (1)<br>45:23<br>ALP (11)<br>21:23;22:20,22,25;<br>23:4,13;24:2,2;47:11;<br>89:14;90:6<br>ALPs (1)<br>23:23 | among (1)<br>116:6<br>amount (6)<br>32:22;42:20;<br>101:10;124:22;125:2,<br>7<br>Amy (1)<br>109:25<br>analogous (1)<br>118:1<br>Andelyn (1)<br>7:4<br>Anderson (13)<br>51:14,16,18,20;<br>55:4,10,24;57:1,19;<br>58:17,22;73:18,20<br>annotated (1)<br>44:24<br>annualized (1)<br>121:5<br>annually (3)<br>5:3;69:18;118:7<br>answered (1)<br>60:18<br>Anthony (4)<br>100:12,17;103:19,<br>22<br>anticipate (1)<br>101:23<br>anymore (1)<br>27:22<br>apiece (1)<br>41:25<br>apologize (1)<br>122:9<br>APPLE (4)<br>84:13,18;85:2,25<br>applicants (2)<br>75:10,16<br>application (4)<br>14:16;54:7;72:18;<br>92:22<br>applied (4)<br>76:5,19;86:21,22<br>appointed (1) |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>91:1<br/> <b>appreciate (14)</b><br/>                 17:1;22:16;24:7;<br/>                 29:3,5;30:11;43:19;<br/>                 91:20;93:6,9;108:2;<br/>                 109:7;131:7;139:1<br/> <b>Appreciation (5)</b><br/>                 7:15,18,22;8:6,14<br/> <b>appreciative (1)</b><br/>                 9:2<br/> <b>apprentice (3)</b><br/>                 76:6;79:6,7<br/> <b>apprenticeship (1)</b><br/>                 74:2<br/> <b>approach (7)</b><br/>                 37:24;38:3;48:6;<br/>                 49:14;65:6;66:20;<br/>                 77:2<br/> <b>approaches (1)</b><br/>                 76:5<br/> <b>appropriate (6)</b><br/>                 8:6;14:7;46:24,25;<br/>                 128:23,23<br/> <b>approval (36)</b><br/>                 5:7;7:20;43:5;77:6;<br/>                 99:8,21,25;106:3;<br/>                 108:18;109:19,24;<br/>                 110:1,17;111:10,12;<br/>                 112:3,6,21,25;113:18,<br/>                 23;114:15;115:1,15,<br/>                 23;116:14,24;119:16;<br/>                 120:7;122:2;131:19;<br/>                 132:10,14,22;133:10;<br/>                 135:4<br/> <b>approve (35)</b><br/>                 28:14,16;40:7;43:9;<br/>                 49:23,25;67:21;73:8;<br/>                 81:2,4;94:7,10;95:2;<br/>                 100:14;105:8,15;<br/>                 107:4,17;110:8,9;<br/>                 111:1,4,18,20;113:8,<br/>                 10;114:9;115:6,8;<br/>                 116:8;119:7;121:18;<br/>                 127:15;133:14;135:7<br/> <b>approved (5)</b><br/>                 82:2;108:20;<br/>                 126:18;127:7,14<br/> <b>approving (1)</b><br/>                 62:9<br/> <b>April (4)</b><br/>                 4:25;6:4,8,9<br/> <b>area (14)</b><br/>                 21:4;47:18;56:9;<br/>                 59:17;74:9;83:2,4,5,9,<br/>                 16;86:12;98:20,21,22<br/> <b>areas (8)</b><br/>                 18:18;68:4;98:24;<br/>                 100:10;102:9,17;<br/>                 106:8;122:12<br/> <b>Arkansans (1)</b><br/>                 5:8<br/> <b>Arkansas (40)</b><br/>                 4:12,17,5;2,12,14;</p> | <p>6:2,6;7:5,16;8:8,11;<br/>                 19:16;22:12;31:11;<br/>                 44:19,21,23;52:1;<br/>                 53:2;54:9;56:1;57:11;<br/>                 62:14;66:18;74:7;<br/>                 82:20;83:15;85:1;<br/>                 105:11;111:11,13;<br/>                 112:22;113:1,10,18,<br/>                 23;114:9,17,23;134:3<br/> <b>armed (8)</b><br/>                 5:10,20,24;7:24,25;<br/>                 8:4,7,10<br/> <b>around (11)</b><br/>                 11:16;16:9;25:4;<br/>                 57:25;71:8;98:6;99:1;<br/>                 101:12;124:17;<br/>                 125:14;126:12<br/> <b>ARPEP (1)</b><br/>                 85:10<br/> <b>articulated (1)</b><br/>                 62:20<br/> <b>artifacts (2)</b><br/>                 35:12;39:5<br/> <b>ARTS (3)</b><br/>                 115:16,19;116:9<br/> <b>assessment (2)</b><br/>                 92:10;121:4<br/> <b>assessments (2)</b><br/>                 98:1,5<br/> <b>assigned (2)</b><br/>                 78:1;85:18<br/> <b>assignment (2)</b><br/>                 24:18;31:5<br/> <b>assist (1)</b><br/>                 42:23<br/> <b>Assistant (5)</b><br/>                 30:9;42:22;45:10;<br/>                 51:21;74:15<br/> <b>A-State (1)</b><br/>                 89:12<br/> <b>ATOY (1)</b><br/>                 80:8<br/> <b>attached (1)</b><br/>                 123:1<br/> <b>attempt (1)</b><br/>                 17:11<br/> <b>attempts (1)</b><br/>                 51:5<br/> <b>attend (1)</b><br/>                 5:12<br/> <b>attendance (3)</b><br/>                 34:10,24,24<br/> <b>attending (3)</b><br/>                 120:17;124:24;<br/>                 129:23<br/> <b>attention (1)</b><br/>                 95:17<br/> <b>attract (2)</b><br/>                 52:12;59:19<br/> <b>August (4)</b><br/>                 60:5,8,8;67:1<br/> <b>authorization (1)</b><br/>                 97:20</p> | <p><b>AUTHORIZING (3)</b><br/>                 108:3,8,21<br/> <b>AUTOMATED (2)</b><br/>                 114:16,21<br/> <b>Automatic (1)</b><br/>                 114:21<br/> <b>automatically (2)</b><br/>                 103:6,13<br/> <b>available (1)</b><br/>                 83:7<br/> <b>avenue (1)</b><br/>                 72:1<br/> <b>avoid (3)</b><br/>                 14:6,23;46:23<br/> <b>awaiting (1)</b><br/>                 85:4<br/> <b>aware (3)</b><br/>                 38:21;69:8;90:20<br/> <b>away (3)</b><br/>                 56:14;91:1;105:8<br/> <b>awhile (2)</b><br/>                 74:20;123:16<br/> <b>AYES (30)</b><br/>                 6:21;8:22;10:22;<br/>                 28:20;40:13;43:15;<br/>                 50:5;73:15;81:8;95:9;<br/>                 107:10,23;109:12;<br/>                 110:14;111:7,25;<br/>                 112:18;113:14;<br/>                 114:12;115:12;<br/>                 116:11;119:13;<br/>                 121:23;131:16;<br/>                 132:19;133:19;<br/>                 135:12;136:21;<br/>                 138:20;139:13</p> | <p><b>bar (1)</b><br/>                 104:12<br/> <b>Barbaree (6)</b><br/>                 81:19;91:6;92:19,<br/>                 19,24;93:5<br/> <b>base (1)</b><br/>                 104:16<br/> <b>based (11)</b><br/>                 32:17;34:25;36:25;<br/>                 46:19,25;62:12;86:25;<br/>                 104:13;129:19;130:7,<br/>                 11<br/> <b>basic (2)</b><br/>                 101:12,19<br/> <b>basically (4)</b><br/>                 12:7;74:6;86:9;<br/>                 124:22<br/> <b>beautiful (1)</b><br/>                 80:22<br/> <b>become (17)</b><br/>                 52:17;53:6,12;54:3,<br/>                 21;61:7;65:3,19;<br/>                 66:19;67:11;70:11;<br/>                 75:3;78:4;83:22;84:5,<br/>                 25;87:1<br/> <b>becomes (1)</b><br/>                 39:15<br/> <b>becoming (2)</b><br/>                 65:19;86:7<br/> <b>beg (1)</b><br/>                 22:13<br/> <b>begin (7)</b><br/>                 4:3,16;22:25;23:18;<br/>                 53:11;84:25;85:10<br/> <b>beginning (3)</b><br/>                 64:25;124:8;133:4<br/> <b>begins (1)</b><br/>                 129:8<br/> <b>behalf (1)</b><br/>                 51:19<br/> <b>behavior (1)</b><br/>                 126:2<br/> <b>behavioral (4)</b><br/>                 123:21;124:3;<br/>                 126:13;127:21<br/> <b>behaviorists (1)</b><br/>                 134:7<br/> <b>beneficial (1)</b><br/>                 17:4<br/> <b>benefit (1)</b><br/>                 102:15<br/> <b>Berry (1)</b><br/>                 58:24<br/> <b>best (9)</b><br/>                 18:10,25;22:3,4;<br/>                 35:7;77:8;139:2,19,22<br/> <b>better (12)</b><br/>                 43:3;48:6;60:21;<br/>                 61:7;62:18;64:3;<br/>                 65:14;68:15;81:24;<br/>                 82:8;102:4,4<br/> <b>beyond (1)</b><br/>                 31:17</p> | <p><b>big (2)</b><br/>                 34:4;67:11<br/> <b>bigger (2)</b><br/>                 19:2;126:12<br/> <b>bit (13)</b><br/>                 11:18,20;12:20;<br/>                 13:25;25:9;26:5;<br/>                 49:13;69:8;98:25;<br/>                 100:18;106:10;123:7;<br/>                 126:10<br/> <b>blaming (2)</b><br/>                 26:12;93:22<br/> <b>BLOCK (17)</b><br/>                 96:4,7;97:3,8,9;<br/>                 100:11,13,15;104:24,<br/>                 25;105:9,19,21;106:1,<br/>                 7;107:3,14<br/> <b>blocks (1)</b><br/>                 97:1<br/> <b>Bluff (1)</b><br/>                 127:24<br/> <b>Board (44)</b><br/>                 4:15;5:3,7;6:7;7:16;<br/>                 8:8,12;12:24;13:2;<br/>                 28:4,12;35:16;36:7;<br/>                 37:7;39:22;42:5;43:7;<br/>                 48:20;49:13;51:24;<br/>                 52:6;55:5;65:11;<br/>                 82:14,14;87:14;91:8;<br/>                 93:12,20;95:19;<br/>                 100:13,14;105:15;<br/>                 112:4,8;116:15,21;<br/>                 117:1,12;118:15,20;<br/>                 133:6;135:14;136:4<br/> <b>boarded (1)</b><br/>                 74:19<br/> <b>boards (1)</b><br/>                 18:7<br/> <b>Board's (1)</b><br/>                 7:19<br/> <b>both (13)</b><br/>                 26:14;29:19;33:7;<br/>                 34:25;35:10;72:4;<br/>                 88:19;94:21,22,24;<br/>                 132:6;134:15;136:9<br/> <b>bottom (1)</b><br/>                 13:21<br/> <b>brag (1)</b><br/>                 93:15<br/> <b>brain (2)</b><br/>                 103:15,16<br/> <b>break (6)</b><br/>                 46:10;103:17;<br/>                 109:16,18;140:1,3<br/> <b>breakdown (1)</b><br/>                 57:17<br/> <b>breakfast (1)</b><br/>                 34:15<br/> <b>bring (5)</b><br/>                 15:10;48:16;62:25;<br/>                 100:11;135:19<br/> <b>bringing (5)</b><br/>                 37:13;67:9;79:24;</p> |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 103:25;106:3<br><b>Britton (1)</b><br>31:13<br><b>broader (1)</b><br>71:15<br><b>broken (3)</b><br>16:10,15;21:17<br><b>brought (3)</b><br>26:16;37:9;117:10<br><b>BRYANT (6)</b><br>45:9,10,12,13;50:7,10<br><b>build (2)</b><br>21:14;71:7<br><b>building (2)</b><br>88:20,21<br><b>buildings (6)</b><br>31:7;34:4;36:9,10;88:19,20<br><b>burden (1)</b><br>98:22<br><b>buses (1)</b><br>36:11<br><b>business (6)</b><br>98:10,19;99:5;102:10,13;135:15                                                                                                                                          | 68:12,18;71:6;72:12,14,15;74:3;77:24,25;79:14;81:23;89:20;90:12;92:16,24;93:2,4;94:24;97:16,22;98:3,25;99:6,19,24;100:10;101:11;105:16;106:8;117:2;118:19;120:12;121:11;123:5;125:19;128:9,19;132:5;135:23;136:1,2,8;139:20,21,23<br><b>candidates (1)</b><br>135:25<br><b>capital (1)</b><br>104:12<br><b>caps (1)</b><br>128:16<br><b>CARDIOPULMONARY (2)</b><br>114:17,22<br><b>career (5)</b><br>23:25;96:9,20;97:11;102:5<br><b>Carol (2)</b><br>120:14;121:9<br><b>carried (1)</b><br>8:4<br><b>case (3)</b><br>29:3;36:8;37:21<br><b>cases (3)</b><br>13:7;32:24,24<br><b>catch (2)</b><br>101:19;109:6<br><b>catch-22 (1)</b><br>18:23<br><b>cause (1)</b><br>18:4<br><b>caused (2)</b><br>42:23;122:16<br><b>caveat (1)</b><br>138:6<br><b>celebrated (1)</b><br>5:23<br><b>celebrating (1)</b><br>67:13<br><b>census (1)</b><br>83:4<br><b>Center (1)</b><br>134:3<br><b>central (1)</b><br>83:15<br><b>certain (5)</b><br>15:18;18:18;82:24;83:10,10<br><b>certainly (2)</b><br>63:16;64:5<br><b>certification (4)</b><br>25:6;26:1;68:23;69:1<br><b>certified (18)</b><br>19:21;21:8;23:17;24:16;25:10;26:7; | 34:1;41:20;53:6;54:3,10,21;57:12;68:7;83:3;84:5;93:2;99:5<br><b>Chaffee (1)</b><br>7:7<br><b>Chair (14)</b><br>4:8,12;7:2,4,9;3;82:14;135:14,14,19,20;137:9,24;139:3,7<br><b>CHAIRMAN (310)</b><br>4:3,23;6:11,15,17,22;7:12;8:15,19,23;9:8,16,19,21,23;10:2,6,9,13,16,19,23;11:2,5,22;12:5;15:24;19:5,7,23;20:3,5,9;22:15,24;23:2,5,15,19;24:4,8;25:20;28:6,10,15,18,21;29:6,9;30:1,4,6;35:15;36:1;38:14,17,23;39:13;40:2,8,11,14,19,21,23;41:9,11,14,16;42:4,7,10,13,15;43:6,10,13,16,20;44:1,3,5,8;45:4,7,12;46:2,7;48:8,18;49:17,21,24;50:3,6,12,16;55:3;56:17;59:3,5,8;60:1,4,7,14;63:9;64:6,8;65:15,21;67:14;70:8,19,25;71:9,12;72:22;73:1,7,12,16,22;74:13,21;75:17;78:12,16,18;79:18,22;80:3,18,20,23;81:3,6,9,12,25;82:5,7,11;87:13;89:1,5,13,22,25;90:3,9,11,17;91:21,23,25;92:7,12,17,23;93:1,6,18,21;94:5,9,14,17,20,23;95:1,6,10,15,22;96:2,5;100:21;102:23;103:15;105:17,24;106:14,19,22;107:1,5,7,11,15,18,21,24;108:1,5,13;109:1,5,10,13,21;110:5,9,12,15,22;111:3,8,16,19,23;112:1,11,14,16,19;113:4,9,12,15,20;114:2,6,8,13,19;115:3,7,10,13,24;116:5,12,16,19,25;119:2,5,8,11,14,24;120:5,8;121:7,10,14,19,21,24;122:4;123:6,9,12;125:3,10,25;126:23;128:3;129:4;130:10,21,24;131:1,8,11,14,17,21;132:11,15,17,20;133:11,15,17,20,23;134:23;135:1,6,8,10,15,22;136:3,5,8,14,18, | 22;137:1,3,6,8,12,15,22,25;138:3,5,8,11,13,17,21;139:8,11,14,18<br><b>challenge (3)</b><br>22:10;54:10;98:16<br><b>challenged (1)</b><br>52:9<br><b>challenges (2)</b><br>5:16;62:13<br><b>challenging (3)</b><br>19:3;31:16;68:6<br><b>chance (1)</b><br>93:2<br><b>change (28)</b><br>9:15;10:10,14,17;78:23;99:2,4;100:15;101:20;103:19,25;105:8,14,15;107:12;115:20,21;117:8,9,15;118:22,23;119:25;120:4;122:21,23;132:1,6<br><b>changed (1)</b><br>66:3<br><b>CHANGES (27)</b><br>9:7,8;61:16;79:13;96:4,5,6;100:8,20;104:24;105:7,14;107:2;110:3,20;111:14;112:9;113:2,25;114:23;116:22;117:4,5;118:9;122:13,17;132:8<br><b>changing (1)</b><br>127:3<br><b>charged (1)</b><br>133:6<br><b>Charter (6)</b><br>41:2;108:3,7,16,21,23<br><b>check (2)</b><br>68:8,16<br><b>checking (1)</b><br>69:19<br><b>CHECKS (3)</b><br>109:20;110:2,6<br><b>chess (1)</b><br>21:11<br><b>CHILD (8)</b><br>4:2,7;5:2,4;6:5,9;129:8,11<br><b>Children (9)</b><br>4:12;5:5,11,15,18,21,24;6:8;7:5<br><b>Children's (1)</b><br>6:1<br><b>choose (3)</b><br>12:24;127:9;134:14<br><b>CHORUS (30)</b><br>6:21;8:22;10:22;28:20;40:13;43:15;50:5;73:15;81:8;95:9;107:10,23;109:12; | 110:14;111:7,25;112:18;113:14;114:12;115:12;116:11;119:13;121:23;131:16;132:19;133:19;135:12;136:21;138:20;139:13<br><b>circumstances (2)</b><br>18:10;82:25<br><b>citation (4)</b><br>13:12;17:15,22;18:9<br><b>city (1)</b><br>83:10<br><b>clarification (3)</b><br>17:7;27:6;60:16<br><b>clarify (4)</b><br>94:15,21;108:12;127:3<br><b>clarifying (1)</b><br>118:4<br><b>Class (10)</b><br>13:5;41:5,7;77:23;106:9,9;124:13;128:17,20,21<br><b>classes (16)</b><br>19:20;20:25;21:10;33:12;34:2;41:24;42:1,43;2;76:25;77:18,25;78:2;84:4;97:5;122:19;129:22<br><b>classified (2)</b><br>31:4;34:2<br><b>classroom (12)</b><br>16:12;33:22;34:19;42:23;46:12;53:9,25;57:15;58:10;128:12;129:12;138:25<br><b>classrooms (9)</b><br>52:2,15;56:25;57:5;64:25;80:12,16;82:20,21<br><b>clean (1)</b><br>89:20<br><b>clear (10)</b><br>14:17;36:17,22;71:21;82:10;118:4,9;119:3;120:1;127:1<br><b>clearly (1)</b><br>16:15<br><b>close (3)</b><br>32:25;38:7;74:8<br><b>closely (7)</b><br>76:9;81:19;90:15;91:7,14;120:16;134:10<br><b>closer (3)</b><br>56:4,5;71:22<br><b>closing (1)</b><br>37:24<br><b>Co- (1)</b><br>20:15 |
| <b>C</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Cabot (1)</b><br>4:19<br><b>calculate (1)</b><br>130:5<br><b>calculation (1)</b><br>130:7<br><b>call (1)</b><br>30:14<br><b>called (1)</b><br>20:17<br><b>calling (1)</b><br>105:10<br><b>came (5)</b><br>38:5;51:24;52:5;93:25;96:25<br><b>camp (1)</b><br>104:20<br><b>campus (5)</b><br>31:8,21;37:24;38:1;39:19<br><b>campuses (19)</b><br>29:19;30:19;32:5,7,19,20,23;33:2,6,16,20;34:3,25;37:18;38:6,13,15;39:3,6<br><b>can (74)</b><br>10:7;11:14;12:23,24;14:1;15:19,25;18:25;21:1,25;23:6;30:3;32:9;33:4,36,8,25;37:6,12;44:6;45:25;47:4,14;49:11;53:20;54:13;57:11;61:23;64:23;66:14; |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |



|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>code (8)</b><br/>44:23;99:8,21,25;<br/>106:4;111:10,13,20</p> <p><b>codes (1)</b><br/>99:6</p> <p><b>CODING (22)</b><br/>96:4,6;97:1,3,8,9;<br/>98:18;100:11,12,15;<br/>104:24,25;105:8,13,<br/>19,20;106:1,7;107:2,<br/>14,14,15</p> <p><b>COFFMAN (14)</b><br/>9:17,20,22,24;10:4,<br/>7;17:12;42:13,14,16;<br/>46:3;48:12,25;49:7</p> <p><b>collaborative (1)</b><br/>134:3</p> <p><b>collecting (1)</b><br/>72:6</p> <p><b>college (4)</b><br/>20:22;78:2,8;80:12</p> <p><b>combine (1)</b><br/>41:25</p> <p><b>comfort (2)</b><br/>27:12;62:18</p> <p><b>comfortable (12)</b><br/>15:10;37:4,13;47:4,<br/>8;59:12,21;62:3,7;<br/>64:2;67:4;84:3</p> <p><b>coming (14)</b><br/>12:6;13:18;17:7;<br/>27:9;36:21;37:19;<br/>50:8;63:24;64:17;<br/>66:3;67:12;69:12;<br/>71:19;73:19</p> <p><b>commend (1)</b><br/>103:24</p> <p><b>comment (16)</b><br/>64:9;75:19;93:13;<br/>110:4,21;111:15;<br/>112:10;113:3;114:24,<br/>25;115:22;128:13;<br/>129:3;133:22;134:1;<br/>135:4</p> <p><b>comments (19)</b><br/>26:23;36:2;43:7;<br/>55:5;72:22;74:23;<br/>113:25;116:22;<br/>122:15,22,25;123:13;<br/>125:18;126:24;129:4,<br/>5;132:7,9;133:9</p> <p><b>Commission (1)</b><br/>6:2</p> <p><b>committed (2)</b><br/>67:2;91:18</p> <p><b>Committee (6)</b><br/>134:5,9;135:16,18;<br/>137:19;139:6</p> <p><b>common (1)</b><br/>101:14</p> <p><b>communicated (1)</b><br/>39:9</p> <p><b>communication (2)</b></p> | <p>15:9;34:20</p> <p><b>communities (4)</b><br/>68:15;71:5,11;83:8</p> <p><b>community (12)</b><br/>21:14,18;52:10;<br/>54:16,20;56:15;57:22;<br/>62:13;68:9;71:3,7;<br/>101:25</p> <p><b>Compact (1)</b><br/>6:2</p> <p><b>competed (1)</b><br/>21:12</p> <p><b>competition (1)</b><br/>56:8</p> <p><b>competitive (1)</b><br/>83:14</p> <p><b>complete (1)</b><br/>117:13</p> <p><b>completed (1)</b><br/>35:1</p> <p><b>completes (1)</b><br/>58:14</p> <p><b>completion (1)</b><br/>99:20</p> <p><b>compliance (2)</b><br/>27:3;66:7</p> <p><b>component (1)</b><br/>72:18</p> <p><b>computer (10)</b><br/>98:23;99:7;101:9,9;<br/>103:23;104:8,15;<br/>105:10,11;107:13</p> <p><b>computing (3)</b><br/>104:9;105:12;<br/>107:13</p> <p><b>concerned (1)</b><br/>119:21</p> <p><b>concerns (1)</b><br/>139:20</p> <p><b>concluded (1)</b><br/>140:7</p> <p><b>conduct (1)</b><br/>63:20</p> <p><b>conducted (1)</b><br/>39:9</p> <p><b>conferencing (1)</b><br/>34:20</p> <p><b>confidence (1)</b><br/>139:2</p> <p><b>confident (1)</b><br/>31:17</p> <p><b>confused (1)</b><br/>47:3</p> <p><b>confusing (1)</b><br/>11:14</p> <p><b>Congratulations (6)</b><br/>40:15;43:17;50:7;<br/>73:17;108:1;139:16</p> <p><b>connect (1)</b><br/>90:19</p> <p><b>Consent (1)</b><br/>9:10</p> <p><b>consequences (1)</b></p> | <p>17:9</p> <p><b>consider (4)</b><br/>13:14;16:23;85:8;<br/>126:19</p> <p><b>Consideration (3)</b><br/>43:21;50:14;122:7</p> <p><b>considerations (2)</b><br/>17:3;25:24</p> <p><b>considered (1)</b><br/>103:9</p> <p><b>Considering (1)</b><br/>41:19</p> <p><b>consistency (3)</b><br/>37:17;41:23;43:4</p> <p><b>constantly (1)</b><br/>66:1</p> <p><b>consult (1)</b><br/>31:13</p> <p><b>consultation (1)</b><br/>32:17</p> <p><b>contact (3)</b><br/>32:25;69:11;71:22</p> <p><b>contemplate (1)</b><br/>76:21</p> <p><b>content (2)</b><br/>104:23;106:8</p> <p><b>continue (15)</b><br/>33:17;39:17;40:16;<br/>45:20,25;51:8;53:14;<br/>54:2,10,19;63:4;67:3;<br/>72:13;91:14;109:22</p> <p><b>continued (1)</b><br/>95:20</p> <p><b>continues (1)</b><br/>42:21</p> <p><b>continuing (1)</b><br/>51:12</p> <p><b>continuity (1)</b><br/>21:6</p> <p><b>contribute (2)</b><br/>34:6,7</p> <p><b>contributed (1)</b><br/>33:1</p> <p><b>contributions (1)</b><br/>8:9</p> <p><b>conversation (8)</b><br/>27:24;71:4;72:5;<br/>98:6;123:17;124:11;<br/>126:12;129:1</p> <p><b>conversations (3)</b><br/>74:25;101:5;125:13</p> <p><b>co-op (8)</b><br/>20:15,19;23:10;<br/>25:9;53:19;56:23;<br/>58:25;127:12</p> <p><b>co-ops (2)</b><br/>66:16;120:17</p> <p><b>Coordinated (1)</b><br/>81:20</p> <p><b>coordination (1)</b><br/>25:15</p> <p><b>coordinator (6)</b><br/>21:22;24:21;29:12;</p> | <p>41:1;45:11;108:15</p> <p><b>Cornelius (1)</b><br/>58:24</p> <p><b>corrected (1)</b><br/>17:24</p> <p><b>corrective (1)</b><br/>17:18</p> <p><b>correspondence (1)</b><br/>19:25</p> <p><b>cost (2)</b><br/>124:12;126:22</p> <p><b>costs (1)</b><br/>126:20</p> <p><b>Council (5)</b><br/>4:12,13,20;7:5,8</p> <p><b>counselor (14)</b><br/>16:18;81:16;86:20,<br/>23;87:1,21;88:1,4,12;<br/>89:9,10,11;94:18;95:3</p> <p><b>counselors (3)</b><br/>16:13;18:21;134:7</p> <p><b>counter-productive (1)</b><br/>62:10</p> <p><b>country (1)</b><br/>68:5</p> <p><b>county (13)</b><br/>5:14;22:11;50:15,<br/>19;51:20;73:5,9;<br/>86:12,13;108:4,8,17,<br/>24</p> <p><b>couple (6)</b><br/>25:17;48:15;57:6;<br/>58:8;76:20;124:4</p> <p><b>courage (2)</b><br/>5:9,23</p> <p><b>course (9)</b><br/>20:21;39:8;97:2,10,<br/>10;99:24;100:19;<br/>101:9;128:24</p> <p><b>courses (11)</b><br/>22:23;86:25;96:20;<br/>97:13;99:12;101:2;<br/>102:9,13,17,19,21</p> <p><b>coursework (1)</b><br/>76:13</p> <p><b>Courtney (3)</b><br/>122:5;131:4,22</p> <p><b>cover (2)</b><br/>34:2;75:3</p> <p><b>covered (2)</b><br/>33:12;46:18</p> <p><b>Covid (13)</b><br/>12:5;26:12;29:21;<br/>30:15,23;32:2,16;<br/>33:3;36:20;37:24;<br/>38:2;97:21;123:16</p> <p><b>CPR (1)</b><br/>114:17</p> <p><b>cracks (1)</b><br/>123:23</p> <p><b>create (1)</b><br/>65:6</p> <p><b>created (2)</b></p> | <p>22:9;124:4</p> <p><b>creates (1)</b><br/>62:24</p> <p><b>creating (3)</b><br/>66:10,12,15</p> <p><b>credits (2)</b><br/>118:18;129:23</p> <p><b>Criminal (2)</b><br/>134:4,18</p> <p><b>crisis (1)</b><br/>28:25</p> <p><b>criteria (1)</b><br/>129:18</p> <p><b>CROSS (4)</b><br/>108:4,8,17,23</p> <p><b>culture (1)</b><br/>45:22</p> <p><b>curiosity (1)</b><br/>55:15</p> <p><b>curious (1)</b><br/>55:18</p> <p><b>current (9)</b><br/>17:20;41:18;42:2;<br/>52:14;82:17;84:6;<br/>88:21;89:9,11</p> <p><b>currently (11)</b><br/>21:2;24:16;41:7;<br/>75:12;77:19;84:6;<br/>85:2;86:5,19,24;89:9</p> <p><b>curriculum (5)</b><br/>30:9;51:22;74:16;<br/>77:5;106:13</p> <p><b>curve (1)</b><br/>75:14</p> <p><b>cutoff (1)</b><br/>92:2</p> |
| <b>D</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <p><b>daily (1)</b><br/>33:23</p> <p><b>Dallas (1)</b><br/>22:11</p> <p><b>Dan (1)</b><br/>11:7</p> <p><b>danger (1)</b><br/>39:15</p> <p><b>data (11)</b><br/>30:24;31:9,15;<br/>32:17;35:22;37:1;<br/>51:4;71:23;72:15;<br/>83:4;121:4</p> <p><b>day (15)</b><br/>4:4;6:10;29:6;31:2;<br/>35:4;39:12,15,18,19;<br/>40:21;50:11,13;90:25;<br/>96:1;133:23</p> <p><b>days (42)</b><br/>13:6;29:16,20,20;<br/>30:15;31:3,24;32:1,4,<br/>8,10,10,14;33:7,8,25;<br/>34:9,9,14,22,23;35:9,<br/>22;36:16,19,24;37:3,</p>                                                                                                                                                                                                                                   |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>7,20,22,23;38:10,11;<br/>39:1,1,3,9,11,11;<br/>129:24;130:6,11</p> <p><b>DCT (1)</b><br/>104:25</p> <p><b>deal (1)</b><br/>67:11</p> <p><b>dealing (1)</b><br/>126:3</p> <p><b>Dean (20)</b><br/>39:23;40:1;49:19,<br/>20,23,24;59:3,6,7;<br/>72:24,25;78:14,17;<br/>89:3;106:19,21;<br/>130:21,23;136:17,19</p> <p><b>December (1)</b><br/>118:17</p> <p><b>decide (1)</b><br/>122:23</p> <p><b>decided (2)</b><br/>58:8;122:19</p> <p><b>decision (6)</b><br/>13:22;32:17;33:8,<br/>14,15;66:22</p> <p><b>decisions (5)</b><br/>15:11,23;37:25;<br/>79:14;108:8</p> <p><b>decline (1)</b><br/>75:16</p> <p><b>DECLINING (3)</b><br/>131:19,25;132:4</p> <p><b>decreased (1)</b><br/>124:21</p> <p><b>dedicated (1)</b><br/>94:1</p> <p><b>DEE (1)</b><br/>134:5</p> <p><b>Defense (3)</b><br/>5:1;6:3;7:14</p> <p><b>DEFIBRILLATOR (1)</b><br/>114:16</p> <p><b>Defibrillators (1)</b><br/>114:21</p> <p><b>definitely (3)</b><br/>89:20;98:17;123:5</p> <p><b>definition (1)</b><br/>115:21</p> <p><b>degree (7)</b><br/>20:22;41:21;79:9;<br/>83:21,21,24;84:24</p> <p><b>degrees (3)</b><br/>54:25;58:1;75:5</p> <p><b>deliver (1)</b><br/>77:8</p> <p><b>delivered (2)</b><br/>33:21;34:18</p> <p><b>delivering (1)</b><br/>22:8</p> <p><b>delta (3)</b><br/>62:14,15;84:24</p> <p><b>demonstrate (1)</b><br/>29:23</p> <p><b>Denetra (3)</b></p> | <p>90:20,24;91:7</p> <p><b>denotes (1)</b><br/>17:14</p> <p><b>Department (17)</b><br/>5:1;6:3;7:14;22:18;<br/>31:11,13;32:18;36:23;<br/>53:18;59:9;65:8;89:6;<br/>92:1;103:22;122:6;<br/>131:23;133:6</p> <p><b>Department's (1)</b><br/>25:20</p> <p><b>depend (1)</b><br/>90:6</p> <p><b>depending (2)</b><br/>128:20,22</p> <p><b>depends (1)</b><br/>103:4</p> <p><b>deployment (2)</b><br/>5:17;8:3</p> <p><b>describe (1)</b><br/>26:4</p> <p><b>described (2)</b><br/>61:20;71:1</p> <p><b>description (1)</b><br/>108:18</p> <p><b>DESE (22)</b><br/>24:11;30:16;32:18;<br/>95:18;100:12;108:20;<br/>109:19;110:17,19;<br/>111:10,13;112:3,21;<br/>113:18;114:15;<br/>115:15;116:14;<br/>119:16;122:2;131:19;<br/>132:22;133:22</p> <p><b>deserved (1)</b><br/>6:24</p> <p><b>desperation (1)</b><br/>20:24</p> <p><b>details (3)</b><br/>25:4;30:20;74:11</p> <p><b>determine (1)</b><br/>129:18</p> <p><b>develop (4)</b><br/>45:22;48:3;86:4;<br/>127:4</p> <p><b>developed (1)</b><br/>127:13</p> <p><b>developing (2)</b><br/>61:10;99:15</p> <p><b>development (4)</b><br/>56:21;69:20;77:5;<br/>86:2</p> <p><b>DEVICES (2)</b><br/>114:16,22</p> <p><b>devil (1)</b><br/>21:5</p> <p><b>DEVISIONS (1)</b><br/>108:3</p> <p><b>Diet (1)</b><br/>131:6</p> <p><b>difference (5)</b><br/>12:19;60:20;96:23;<br/>97:5,7</p> | <p><b>different (20)</b><br/>11:12,13;13:25;<br/>16:11,24;17:17;38:9;<br/>46:11;47:24;49:13;<br/>60:17;76:5;91:16;<br/>99:15;100:16;101:6;<br/>126:10;127:18,25;<br/>128:1</p> <p><b>differently (3)</b><br/>15:5;126:10;128:17</p> <p><b>difficult (10)</b><br/>22:11;27:18;36:14;<br/>47:15,22;82:23,25;<br/>83:16;91:4;128:10</p> <p><b>difficulty (1)</b><br/>86:10</p> <p><b>digital (4)</b><br/>108:17,19,22;126:4</p> <p><b>direct (2)</b><br/>104:4,4</p> <p><b>directly (1)</b><br/>14:13</p> <p><b>director (3)</b><br/>20:16;24:10;96:9</p> <p><b>disagree (1)</b><br/>69:15</p> <p><b>disagreeing (1)</b><br/>69:16</p> <p><b>disagreement (1)</b><br/>62:21</p> <p><b>disconnect (1)</b><br/>74:20</p> <p><b>discover (1)</b><br/>83:9</p> <p><b>discrepancy (1)</b><br/>32:14</p> <p><b>discuss (1)</b><br/>122:16</p> <p><b>discussed (2)</b><br/>49:14;62:22</p> <p><b>discussing (2)</b><br/>78:2;106:4</p> <p><b>discussion (27)</b><br/>28:11;39:21;40:4;<br/>59:10;71:15;72:4;<br/>73:2;77:18;78:13;<br/>109:1;110:5,23;<br/>111:16;112:11;113:4;<br/>114:2;115:3,24;<br/>116:25;120:8;121:14;<br/>128:4;132:11;133:11;<br/>135:1;138:12,13</p> <p><b>discussions (1)</b><br/>60:15</p> <p><b>display (2)</b><br/>5:23;11:8</p> <p><b>disruption (1)</b><br/>42:20</p> <p><b>distinction (1)</b><br/>12:20</p> <p><b>distinctions (1)</b><br/>15:12</p> <p><b>distress (2)</b></p> | <p>60:22;90:23</p> <p><b>distributed (1)</b><br/>88:15</p> <p><b>District (107)</b><br/>4:19;10:2;12:23;<br/>13:10,11,15,18;14:17,<br/>22;17:7,9,15,19;18:1,<br/>15,24;19:6,8,12,14;<br/>20:1;21:22;29:8,10,<br/>14,15,22;32:8,24;<br/>37:18,19;38:10,24;<br/>40:15,22,24;41:3,5;<br/>42:18;44:11,14,16;<br/>45:1,11,23;47:16;<br/>49:12;50:15,19;51:1,<br/>4,10,20;52:10,13,23,<br/>24;53:20;54:16,23;<br/>55:21,23;56:15;59:19,<br/>20,23;64:4,14;67:10,<br/>11;70:12;71:6;72:8;<br/>73:21,25;74:3;76:22;<br/>77:11;78:5;79:15;<br/>81:11,15;82:16,19;<br/>84:1,21;85:9,10;87:6;<br/>93:3,16;94:10;101:15;<br/>102:2;108:4,9;125:6;<br/>126:2;127:4;128:1;<br/>129:13,17,20;130:1;<br/>132:3;134:13,16</p> <p><b>districts (48)</b><br/>12:7,11;14:8;15:18;<br/>18:15,17,20;25:11;<br/>38:19;42:25;47:21;<br/>56:9;59:16;61:10,21;<br/>64:11,21;65:7,23;<br/>67:8;69:25;70:13,14,<br/>20,24;71:17,23;74:9;<br/>75:3;78:7;79:24;80:1;<br/>83:14,15;86:16;97:7;<br/>99:22;101:4;120:18;<br/>126:9,11,19;127:16;<br/>128:16;129:14;132:5;<br/>133:3;134:22</p> <p><b>district's (5)</b><br/>18:13;69:22;73:5;<br/>108:17;127:15</p> <p><b>Division (9)</b><br/>4:10;19:17;44:19,<br/>22;96:9;97:11;<br/>114:20;115:18;116:20</p> <p><b>doctors (1)</b><br/>31:14</p> <p><b>document (6)</b><br/>11:7,9,18;15:22;<br/>42:17;96:16</p> <p><b>documentation (2)</b><br/>29:23;31:10</p> <p><b>documented (1)</b><br/>120:4</p> <p><b>dollars (1)</b><br/>97:18</p> <p><b>done (17)</b><br/>18:25;20:25;22:3,</p> | <p>16;26:12;29:1;42:19;<br/>49:14;59:23;62:6;<br/>66:23;68:14,24;91:2,<br/>20;106:2;129:12</p> <p><b>dots (1)</b><br/>90:20</p> <p><b>double-space (3)</b><br/>103:7,9,13</p> <p><b>doubts (1)</b><br/>37:10</p> <p><b>Douglas (8)</b><br/>109:24,25,25;<br/>110:19;111:12;112:6,<br/>24;113:17</p> <p><b>down (16)</b><br/>10:12;21:16;35:6;<br/>38:5;47:2,7;55:13,25;<br/>60:6;77:24;97:22;<br/>101:22;104:3,10,18;<br/>105:2</p> <p><b>DR (237)</b><br/>8:18,20;10:15,16;<br/>11:2,4,6,23;12:6;16:4,<br/>6,9,20,23;17:2,6,11;<br/>19:4,10,25;20:2,3,4,5;<br/>22:15,21,25;23:3,6,6,<br/>16,20;24:5,5,6,9;25:8,<br/>22;26:3;27:3;28:14,<br/>15,17,18,22;29:3,11;<br/>30:8,13,19;31:13,19,<br/>20;32:4,35;19,20;<br/>37:16;38:16,18,21,22;<br/>40:25;41:10,13,15;<br/>42:17;43:9,10,12,13;<br/>44:12;45:6,9,9,12,13;<br/>46:3,4,8;47:7,8;48:12;<br/>49:10;50:2,3,7,10,16,<br/>17;51:17;55:9,10;<br/>56:17,18;57:17;58:16,<br/>18;59:2,12;60:2,8,16;<br/>61:2,4,5,6,9;62:2;<br/>63:5,11,13,16,18,19;<br/>64:7,66:8,23;67:7,15,<br/>17;69:3,13,14,16,21;<br/>70:7,18,22;71:1,10,13,<br/>14,19;72:3,14,21;<br/>73:24;74:17,18;75:21,<br/>22;76:1,16;77:10,13,<br/>15;78:11;79:1,12,19,<br/>23;81:2,3,5,6,13;82:1,<br/>4,6,9;87:17,18,21;<br/>88:6,8,11,13,25;89:17,<br/>17,24;90:2,4,10,14;<br/>91:11;92:6,9,13;94:7,<br/>12,22,24;95:5,6,7;<br/>100:22,23;101:16,21;<br/>102:22;103:24;104:4,<br/>5;107:4,6,7,8,20,21;<br/>108:10,14;109:9,10;<br/>110:11,12;111:22,23;<br/>113:11,12;114:5,6;<br/>115:6,7;116:2,4,7;<br/>119:10,11;121:18,19;</p> |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>123:4;131:6,10,11;<br/>133:14,15,16,17;<br/>135:9,10,20;136:7;<br/>139:6,10,11,17</p> <p><b>draft (1)</b><br/>134:2</p> <p><b>drafted (1)</b><br/>117:24</p> <p><b>drafting (1)</b><br/>133:7</p> <p><b>drive (2)</b><br/>56:15;71:4</p> <p><b>driving (1)</b><br/>87:18</p> <p><b>due (3)</b><br/>29:20;60:5;67:1</p> <p><b>Duffie (1)</b><br/>74:17</p> <p><b>Dumas (2)</b><br/>60:24;68:19</p> <p><b>duration (1)</b><br/>108:23</p> <p><b>during (18)</b><br/>22:7;28:25;32:15;<br/>34:14,22;35:9;37:24;<br/>38:2;41:18;42:25;<br/>49:15;52:17,19;84:15;<br/>101:7;133:2,5;134:11</p>                                                                                                            | <p>125:14</p> <p><b>effort (2)</b><br/>31:21;55:11</p> <p><b>efforts (2)</b><br/>34:11;65:9</p> <p><b>eFinance (3)</b><br/>119:23;120:2,4</p> <p><b>egg (2)</b><br/>21:15,17</p> <p><b>eight (4)</b><br/>84:21,23;88:22;<br/>115:17</p> <p><b>either (6)</b><br/>15:3;47:20;56:13;<br/>86:1;126:5;132:3</p> <p><b>ELA (1)</b><br/>41:17</p> <p><b>elected (2)</b><br/>118:15,16</p> <p><b>election (4)</b><br/>135:24;136:2,2,13</p> <p><b>electric (1)</b><br/>99:13</p> <p><b>element (1)</b><br/>69:1</p> <p><b>Elementary (20)</b><br/>4:11;31:6;48:1;<br/>50:22;57:17,19,20,21;<br/>58:19;65:20,23;76:17;<br/>80:9;81:17;88:9,15,<br/>23;101:1,8;108:24</p> <p><b>ELIGIBILITY (4)</b><br/>112:3,7,21,25</p> <p><b>ELL (1)</b><br/>122:12</p> <p><b>else (4)</b><br/>16:14;34:7;37:16;<br/>97:9</p> <p><b>email (1)</b><br/>34:20</p> <p><b>emails (1)</b><br/>122:9</p> <p><b>embedded (4)</b><br/>76:25;77:18;106:8,<br/>12</p> <p><b>emergency (3)</b><br/>27:8,9,22</p> <p><b>emphasis (1)</b><br/>72:6</p> <p><b>employ (4)</b><br/>44:16;47:16;83:18;<br/>86:5</p> <p><b>employed (10)</b><br/>47:10;84:1,8,16,17;<br/>85:2,9,12,23;86:13</p> <p><b>encountered (2)</b><br/>86:11;87:4</p> <p><b>encouraged (1)</b><br/>52:16</p> <p><b>encouragement (2)</b><br/>5:20;27:1</p> <p><b>end (9)</b><br/>21:23;38:5;45:4,6;</p> | <p>52:23;70:10;84:10;<br/>86:9;109:15</p> <p><b>end-goal (2)</b><br/>72:9,10</p> <p><b>enforce (1)</b><br/>27:3</p> <p><b>enforcement (1)</b><br/>134:13</p> <p><b>English (1)</b><br/>86:22</p> <p><b>enhance (2)</b><br/>14:9;23:25</p> <p><b>enhanced (1)</b><br/>76:11</p> <p><b>enough (3)</b><br/>21:25;22:5;84:3</p> <p><b>enrichment (4)</b><br/>22:7;23:10;26:3,4</p> <p><b>enroll (1)</b><br/>84:4</p> <p><b>enrolled (2)</b><br/>53:10;85:25</p> <p><b>enrolling (1)</b><br/>22:23</p> <p><b>ENROLLMENT (3)</b><br/>131:20,25;132:4</p> <p><b>enter (1)</b><br/>104:11</p> <p><b>entire (2)</b><br/>37:19;38:10</p> <p><b>entitled (1)</b><br/>132:3</p> <p><b>entity (1)</b><br/>127:13</p> <p><b>environment (1)</b><br/>68:10</p> <p><b>equation (4)</b><br/>117:13,16,25,25</p> <p><b>equitable (1)</b><br/>14:12</p> <p><b>ergonomics (2)</b><br/>98:11;99:17</p> <p><b>ESA (3)</b><br/>122:12,14;123:3</p> <p><b>escalated (1)</b><br/>123:17</p> <p><b>especially (2)</b><br/>18:12;24:25</p> <p><b>essential (1)</b><br/>5:19</p> <p><b>establish (1)</b><br/>31:15</p> <p><b>ETHICS (3)</b><br/>111:11,13,21</p> <p><b>etiquette (1)</b><br/>101:12</p> <p><b>even (18)</b><br/>14:16;17:22;18:10,<br/>24;34:8;35:3;37:12;<br/>52:25;61:24;62:24;<br/>65:19;70:15;108:6;<br/>117:3;126:18,20;<br/>127:11;128:17</p> | <p><b>evenly (1)</b><br/>88:15</p> <p><b>event (1)</b><br/>133:4</p> <p><b>everybody (2)</b><br/>34:7;96:14</p> <p><b>everyone (2)</b><br/>4:24;9:18</p> <p><b>every-other-month (1)</b><br/>134:8</p> <p><b>everywhere (1)</b><br/>52:3</p> <p><b>evidence (1)</b><br/>49:3</p> <p><b>exactly (2)</b><br/>47:23;70:22</p> <p><b>exam (2)</b><br/>53:17;58:12</p> <p><b>example (1)</b><br/>18:16</p> <p><b>examples (4)</b><br/>13:4;17:3;35:10;<br/>42:17</p> <p><b>exams (3)</b><br/>52:21;53:23;87:2</p> <p><b>excellent (2)</b><br/>78:12;84:1</p> <p><b>except (1)</b><br/>102:10</p> <p><b>exception (1)</b><br/>44:20</p> <p><b>exceptions (1)</b><br/>15:15</p> <p><b>excited (4)</b><br/>75:11,15;80:22;<br/>138:15</p> <p><b>exciting (1)</b><br/>58:18</p> <p><b>excuse (3)</b><br/>8:2;82:1;94:13</p> <p><b>exhausted (1)</b><br/>15:17</p> <p><b>exhibit (1)</b><br/>5:8</p> <p><b>exist (1)</b><br/>101:13</p> <p><b>existing (2)</b><br/>106:13;122:20</p> <p><b>expect (2)</b><br/>14:14;101:21</p> <p><b>expectations (2)</b><br/>13:3;100:7</p> <p><b>expecting (1)</b><br/>98:22</p> <p><b>expedite (1)</b><br/>63:20</p> <p><b>expense (2)</b><br/>130:17,18</p> <p><b>experience (3)</b><br/>31:1;86:14;101:4</p> <p><b>experiences (1)</b><br/>102:2</p> <p><b>experiencing (1)</b></p> | <p>55:13</p> <p><b>expertise (1)</b><br/>69:2</p> <p><b>expire (1)</b><br/>52:14</p> <p><b>expires (1)</b><br/>87:12</p> <p><b>explain (2)</b><br/>51:2;131:5</p> <p><b>explanation (2)</b><br/>37:15;61:25</p> <p><b>exploration (3)</b><br/>102:8,12,17</p> <p><b>exploring (1)</b><br/>83:24</p> <p><b>extend (2)</b><br/>70:16;108:22</p> <p><b>extended (1)</b><br/>52:8</p> <p><b>extension (6)</b><br/>54:13,23;61:14;<br/>67:10;69:6;82:16</p> <p><b>extensive (1)</b><br/>101:10</p> <p><b>extent (2)</b><br/>38:4;70:5</p> <p><b>EXTERNAL (2)</b><br/>114:16,21</p> <p><b>extra (2)</b><br/>57:6;87:23</p> <p><b>eyes (1)</b><br/>77:1</p> |
| <p style="text-align: center;"><b>E</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <p><b>earlier (5)</b><br/>59:25;78:19;<br/>100:24;101:19;104:6</p> <p><b>early (2)</b><br/>30:24;97:25</p> <p><b>easy (4)</b><br/>17:23;26:18;95:23;<br/>134:22</p> <p><b>Ebbing (1)</b><br/>7:7</p> <p><b>educate (1)</b><br/>52:3</p> <p><b>Education (17)</b><br/>4:11,18;5:3;6:7;<br/>7:16;8:8,12;14:3;<br/>42:3;55:1;96:10,20;<br/>97:12;102:6;103:22;<br/>111:5;120:11</p> <p><b>educational (5)</b><br/>31:1;69:20;113:19,<br/>24;114:9</p> <p><b>educator (4)</b><br/>90:8;110:17,20,23</p> <p><b>educators (8)</b><br/>68:6;99:9,25;101:6;<br/>111:11,14,21;119:22</p> <p><b>Edwards (1)</b><br/>51:23</p> <p><b>effect (1)</b><br/>24:3</p> <p><b>effective (4)</b><br/>14:12;19:18;51:3;</p> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <b>F</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <p><b>fabulous (1)</b><br/>91:2</p> <p><b>face (2)</b><br/>5:15;91:17</p> <p><b>facilitation (1)</b><br/>69:17</p> <p><b>facilitator (2)</b><br/>58:23;87:8</p> <p><b>facilitators (1)</b><br/>57:2</p> <p><b>fact (5)</b><br/>54:6;61:10;90:4;<br/>127:3,23</p> <p><b>fairly (1)</b><br/>130:4</p> <p><b>fall (4)</b><br/>23:1;76:13;121:5;<br/>123:23</p> <p><b>falls (1)</b><br/>80:16</p> <p><b>families (5)</b><br/>5:5,13,18;35:5;<br/>123:25</p> <p><b>Family (4)</b><br/>7:6;9:2;56:2;62:13</p> <p><b>far (9)</b><br/>17:16;23:8;48:11;<br/>54:8;57:21;64:1;</p>                                                                             |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>78:23;87:21;88:16<br/> <b>FARMINGTON (10)</b><br/>                 29:8,10,14,18;32:6,<br/>                 7;34:16;36:24;37:1;<br/>                 40:7<br/> <b>favor (31)</b><br/>                 6:20;8:21;10:21;<br/>                 28:19;40:12;43:14;<br/>                 50:4;73:14;81:7;95:8;<br/>                 107:9,22;109:11;<br/>                 110:13;111:6,24;<br/>                 112:17;113:13;<br/>                 114:11;115:11;<br/>                 116:10;119:12;<br/>                 121:22;131:15;<br/>                 132:18;133:18;<br/>                 135:11;136:20;<br/>                 138:11,19;139:12<br/> <b>favorite (1)</b><br/>                 4:4<br/> <b>fed (1)</b><br/>                 34:15<br/> <b>Federal (2)</b><br/>                 51:21;97:18<br/> <b>federally (1)</b><br/>                 97:13<br/> <b>feedback (5)</b><br/>                 17:5;60:13;65:10;<br/>                 72:17;100:3<br/> <b>feel (12)</b><br/>                 15:10;18:24;22:3,4;<br/>                 28:9;31:16;37:3;<br/>                 47:19;48:14;62:18;<br/>                 64:3;137:10<br/> <b>feelers (1)</b><br/>                 20:18<br/> <b>felt (7)</b><br/>                 21:4;33:16;41:23;<br/>                 58:5;104:15;106:7;<br/>                 134:20<br/> <b>few (5)</b><br/>                 13:7;64:20;79:20;<br/>                 138:25;140:4<br/> <b>field (1)</b><br/>                 55:1<br/> <b>figured (1)</b><br/>                 21:21<br/> <b>fill (2)</b><br/>                 25:25;47:18<br/> <b>filling (1)</b><br/>                 66:14<br/> <b>final (27)</b><br/>                 75:23;109:19,23;<br/>                 110:1,17;111:10,12;<br/>                 112:3,6,21,24,25;<br/>                 113:18,22;114:15;<br/>                 115:1,15,23;116:14,<br/>                 24;119:16;120:7;<br/>                 122:2;131:19;132:10,<br/>                 22;133:10<br/> <b>finances (2)</b><br/>                 91:9,10<br/> <b>FINANCIAL (4)</b></p> | <p>112:4,7,22;113:1<br/> <b>find (7)</b><br/>                 20:19;27:17;47:15;<br/>                 68:6;94:1;100:5;<br/>                 124:2<br/> <b>finding (4)</b><br/>                 23:21;33:6;52:1;<br/>                 53:2<br/> <b>finds (1)</b><br/>                 28:1<br/> <b>fine (1)</b><br/>                 106:25<br/> <b>finished (1)</b><br/>                 53:16<br/> <b>firmly (1)</b><br/>                 104:20<br/> <b>first (28)</b><br/>                 4:6,6;19:7;25:22;<br/>                 27:3;30:10,13;31:24;<br/>                 50:18;52:18,19;66:25;<br/>                 67:17;82:22;84:15;<br/>                 96:11,23;99:2;103:24;<br/>                 107:1;109:24;110:1;<br/>                 113:22;121:6;122:7;<br/>                 135:24;136:11;137:9<br/> <b>first- (1)</b><br/>                 90:6<br/> <b>firsthand (1)</b><br/>                 80:24<br/> <b>fiscal (1)</b><br/>                 90:23<br/> <b>fit (3)</b><br/>                 97:8,9;102:4<br/> <b>fits (2)</b><br/>                 66:19;67:4<br/> <b>Fitz (1)</b><br/>                 62:12<br/> <b>five (35)</b><br/>                 32:20;38:14;51:24;<br/>                 52:8,18,20,22;53:3,4,<br/>                 5;55:17,17,20,24;<br/>                 59:13;60:17,20,23,25;<br/>                 61:8;62:19;63:6,14;<br/>                 64:3;66:21;67:19;<br/>                 68:11,21;69:4,4;70:3,<br/>                 4,6;82:4,6<br/> <b>five-year (1)</b><br/>                 65:11<br/> <b>fix (3)</b><br/>                 64:10,22;65:2<br/> <b>fixed (1)</b><br/>                 132:8<br/> <b>flexibility (9)</b><br/>                 12:8;25:3;35:2;<br/>                 59:24;98:25;99:23;<br/>                 100:2;104:18;126:9<br/> <b>flexible (2)</b><br/>                 21:25;124:5<br/> <b>flip (2)</b><br/>                 129:1;130:1<br/> <b>floodgates (1)</b><br/>                 37:5<br/> <b>focus (4)</b></p> | <p>47:25;72:6;76:7;<br/>                 96:17<br/> <b>focusing (1)</b><br/>                 123:20<br/> <b>fold (1)</b><br/>                 32:22<br/> <b>folks (1)</b><br/>                 36:18<br/> <b>following (4)</b><br/>                 42:9;114:24;<br/>                 118:17;129:20<br/> <b>follow-up (1)</b><br/>                 92:15<br/> <b>food (2)</b><br/>                 34:14;35:9<br/> <b>force (2)</b><br/>                 5:20,24<br/> <b>forces (6)</b><br/>                 5:10;7:24,25;8:4,7,<br/>                 10<br/> <b>FORDYCE (8)</b><br/>                 19:6,8,12;20:1,22;<br/>                 24:13;27:11;28:1<br/> <b>FOREMAN (5)</b><br/>                 40:22,24;41:3,10,12<br/> <b>foresee (2)</b><br/>                 76:18;79:25<br/> <b>forgiveness (1)</b><br/>                 22:14<br/> <b>former (1)</b><br/>                 46:19<br/> <b>Fort (2)</b><br/>                 7:7;80:9<br/> <b>forth (4)</b><br/>                 13:2;20:1;133:7;<br/>                 134:15<br/> <b>forward (10)</b><br/>                 14:15;17:24;26:1;<br/>                 27:19;28:2;50:8;<br/>                 54:17;73:18;95:20;<br/>                 135:19<br/> <b>found (1)</b><br/>                 18:12<br/> <b>foundation (1)</b><br/>                 125:1<br/> <b>four (5)</b><br/>                 52:22;88:23,23;<br/>                 127:23,25<br/> <b>FRENO (45)</b><br/>                 9:14;10:12;17:12;<br/>                 43:22,23;44:2,4,6;<br/>                 48:12;94:13,15,18;<br/>                 106:24,25;113:20,21,<br/>                 21;115:18;116:18,20;<br/>                 117:5,8,12,23;118:5,8,<br/>                 12,14,22;119:18,25;<br/>                 120:6;122:1;135:16,<br/>                 23;136:4,11,24;137:2,<br/>                 5,7,13,20;138:12;<br/>                 139:21<br/> <b>friends (1)</b><br/>                 20:18<br/> <b>front (1)</b></p> | <p>52:5<br/> <b>front-end (1)</b><br/>                 62:4<br/> <b>FTE (1)</b><br/>                 130:5<br/> <b>full (3)</b><br/>                 47:16;125:6;130:9<br/> <b>fulltime (6)</b><br/>                 42:2;123:24;<br/>                 125:22,22,23;130:2<br/> <b>fully (7)</b><br/>                 15:16;18:18;21:8;<br/>                 23:17;53:6;67:15;<br/>                 96:14<br/> <b>FUNDING (21)</b><br/>                 122:3,9,12,14;<br/>                 123:7;124:15,21;<br/>                 125:1,2,5,7,8,12,24;<br/>                 126:13;128:25;<br/>                 129:11;130:3;131:20,<br/>                 25;132:5<br/> <b>further (2)</b><br/>                 17:6;77:17<br/> <b>future (8)</b><br/>                 14:21;23:23,25;<br/>                 24:1;48:11;50:8;67:7;<br/>                 76:20</p>                                                                | <p>45:22;78:19;<br/>                 128:17;129:11<br/> <b>Good (44)</b><br/>                 4:22,24;7:11;11:4;<br/>                 21:9;22:1,4;24:8,9;<br/>                 29:6;30:1,7,10;31:20;<br/>                 39:13,19;40:16,21;<br/>                 45:9;49:8;50:12;<br/>                 51:18;59:23;61:17;<br/>                 66:23;72:17;80:23;<br/>                 82:13;93:1,7;96:8;<br/>                 98:7;101:12;102:7;<br/>                 103:3,10;108:7;<br/>                 109:25;122:5;128:3;<br/>                 129:13;130:25;131:7;<br/>                 136:24<br/> <b>goodness (1)</b><br/>                 50:20<br/> <b>Google (3)</b><br/>                 33:22,24;34:18<br/> <b>GOVERNING (35)</b><br/>                 109:19;110:2,6,17,<br/>                 19,23;111:5,10,13,20;<br/>                 112:3,7,21,25;113:18,<br/>                 23;114:9,15,20;<br/>                 115:15,19;116:8,9,14,<br/>                 21;119:16,19;122:2,8;<br/>                 131:19,24;132:22,25;<br/>                 133:22,25<br/> <b>government (2)</b><br/>                 5:1;7:15<br/> <b>Governor's (2)</b><br/>                 27:24;135:4<br/> <b>grade (12)</b><br/>                 24:25;41:6,17,24;<br/>                 42:2;98:2;102:3;<br/>                 104:7,13;105:22;<br/>                 128:18,18<br/> <b>grade-band (2)</b><br/>                 100:9,16<br/> <b>grades (13)</b><br/>                 22:5;88:12;96:19;<br/>                 97:17,17,22;98:7,13;<br/>                 104:25;105:9,16;<br/>                 115:16,20<br/> <b>graduating (1)</b><br/>                 84:23<br/> <b>graduation (2)</b><br/>                 98:18;124:11<br/> <b>grammatical (1)</b><br/>                 132:8<br/> <b>grant (4)</b><br/>                 12:24;13:9;17:8;<br/>                 54:12<br/> <b>granted (6)</b><br/>                 12:23;13:24;45:19;<br/>                 51:9;59:24,25<br/> <b>granting (3)</b><br/>                 13:10;36:23;47:5<br/> <b>grateful (1)</b><br/>                 95:17<br/> <b>great (24)</b><br/>                 23:16;34:4;50:11;</p> |
| <b>G</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <p><b>gave (1)</b><br/>                 38:24<br/> <b>generally (1)</b><br/>                 127:19<br/> <b>generation (1)</b><br/>                 103:4<br/> <b>Gentlemen (1)</b><br/>                 4:9<br/> <b>geographically (1)</b><br/>                 83:2<br/> <b>gifted (4)</b><br/>                 19:15;24:10;25:12;<br/>                 75:7<br/> <b>given (4)</b><br/>                 39:23;84:11;90:4;<br/>                 99:6<br/> <b>gives (1)</b><br/>                 103:13<br/> <b>giving (6)</b><br/>                 11:20;37:14;93:9;<br/>                 99:2;100:1;126:8<br/> <b>glad (4)</b><br/>                 27:3;35:13;74:22;<br/>                 128:13<br/> <b>gladly (1)</b><br/>                 17:5<br/> <b>goal (1)</b><br/>                 128:24<br/> <b>goals (1)</b><br/>                 45:23<br/> <b>God (1)</b><br/>                 67:25<br/> <b>goes (4)</b></p> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>53:25;55:10;57:23;<br/>58:11,16;72:9;73:19;<br/>78:3,8,22;80:4,4,5,23,<br/>23;85:21;87:7,22;<br/>95:25;108:2;121:2</p> <p><b>grocery (1)</b><br/>83:11</p> <p><b>group (1)</b><br/>64:18</p> <p><b>groups (1)</b><br/>22:7</p> <p><b>grow (4)</b><br/>15:4;77:3;86:10;<br/>124:17</p> <p><b>growing (3)</b><br/>51:6;59:20;65:13</p> <p><b>grown (1)</b><br/>76:23</p> <p><b>growth (3)</b><br/>72:7;131:20,25</p> <p><b>grow-your-own (1)</b><br/>77:7</p> <p><b>GT (18)</b><br/>19:18,24;20:12,17;<br/>21:2,23;22:6,9,13;<br/>24:15,16,20,23;25:6,8,<br/>10,10;26:7</p> <p><b>Guard (1)</b><br/>7:8</p> <p><b>guess (7)</b><br/>22:13,18;25:21;<br/>28:7;89:14,25;102:6</p> <p><b>guidance (17)</b><br/>11:15;16:13,18;<br/>81:16;86:20,23;87:1,<br/>21;88:1,3,4;89:8,9,11;<br/>94:18;95:3;105:4</p> <p><b>guys (5)</b><br/>30:7,10;50:10;<br/>90:20;108:1</p> | <p>42:25;129:8</p> <p><b>happy (4)</b><br/>123:2;128:7,12;<br/>134:24</p> <p><b>hard (13)</b><br/>18:11;20:14;33:6;<br/>35:23;43:1;47:18;<br/>52:12;53:2,17;56:20;<br/>103:16;121:12;139:24</p> <p><b>hard-to-fill (1)</b><br/>65:17</p> <p><b>hashtag (1)</b><br/>104:21</p> <p><b>head (4)</b><br/>10:12;47:7;60:6;<br/>92:5</p> <p><b>Health (8)</b><br/>31:12,14;32:18;<br/>87:25;88:3;126:13;<br/>127:21;134:7</p> <p><b>hear (8)</b><br/>10:14;26:3;30:2,3;<br/>39:14,17,20;40:16</p> <p><b>heard (3)</b><br/>62:20;67:20;91:15</p> <p><b>hearing (4)</b><br/>29:3;50:8;59:5;<br/>110:25</p> <p><b>heavy (1)</b><br/>76:7</p> <p><b>height (1)</b><br/>36:20</p> <p><b>help (27)</b><br/>7:24;11:15;15:9,19;<br/>23:12;25:7,11,13,14;<br/>27:1;34:2,4;48:9;<br/>52:2;54:21,24;57:8;<br/>60:24;61:6;63:7;<br/>64:13,19;71:7;77:3;<br/>93:3;123:5;139:22</p> <p><b>helped (1)</b><br/>29:4</p> <p><b>helpful (11)</b><br/>11:8,21,23,24;<br/>16:25;20:16;24:6;<br/>31:14;93:10;95:15;<br/>126:24</p> <p><b>helping (7)</b><br/>16:23;31:14;48:3;<br/>54:23;60:13;65:1;<br/>71:4</p> <p><b>helps (3)</b><br/>37:17;55:2;60:12</p> <p><b>Heringer (3)</b><br/>120:15;121:9,10</p> <p><b>H-e-r-i-n-g-e-r (1)</b><br/>121:11</p> <p><b>Hey (1)</b><br/>12:14</p> <p><b>Hi (2)</b><br/>24:9;31:20</p> <p><b>hide (1)</b><br/>27:15</p> | <p><b>high (22)</b><br/>20:23;21:16;29:18;<br/>31:5;32:6,11,21;33:5;<br/>34:16;35:21;45:21;<br/>46:1;48:2;50:22;<br/>57:18,21;58:4;64:24;<br/>81:17;88:9,24;126:22</p> <p><b>higher (1)</b><br/>83:13</p> <p><b>highlight (1)</b><br/>93:23</p> <p><b>highly (2)</b><br/>52:16;80:19</p> <p><b>highs (1)</b><br/>102:16</p> <p><b>HILL (23)</b><br/>28:17,18;50:2,3;<br/>60:16;61:4,6;62:2,12;<br/>64:7;66:9;67:17;<br/>69:13,16;70:7;82:1,6,<br/>9;94:12;95:5,7;<br/>139:10,11</p> <p><b>Hill's (1)</b><br/>79:12</p> <p><b>hire (11)</b><br/>41:8;43:1;56:12;<br/>57:9;82:22,24;83:17,<br/>23;86:17,17;120:11</p> <p><b>hired (11)</b><br/>19:21;21:2;42:8,9;<br/>45:18;53:3;56:6;58:9;<br/>84:21;86:22;88:22</p> <p><b>hiring (1)</b><br/>54:9</p> <p><b>hold (2)</b><br/>74:19;118:19</p> <p><b>holistic (1)</b><br/>66:20</p> <p><b>home (4)</b><br/>56:2,4,5;101:11</p> <p><b>homelessness (1)</b><br/>124:1</p> <p><b>Honestly (1)</b><br/>76:20</p> <p><b>honor (2)</b><br/>8:7;138:23</p> <p><b>honoring (2)</b><br/>5:4;7:18</p> <p><b>honors (1)</b><br/>8:9</p> <p><b>hope (7)</b><br/>11:19;40:16;61:13;<br/>67:25;73:19;78:4;<br/>138:23</p> <p><b>hopefully (3)</b><br/>11:19;53:20;100:14</p> <p><b>hoping (2)</b><br/>64:20;68:2</p> <p><b>hotspots (2)</b><br/>34:13;35:8</p> <p><b>hours (2)</b><br/>99:20;133:5</p> <p><b>housing (3)</b></p> | <p>52:11;56:12;71:3</p> <p><b>Hubbell (12)</b><br/>20:2,3,5,6,10;22:15;<br/>24:6;25:8;26:4;28:22;<br/>29:2,7</p> <p><b>huge (1)</b><br/>30:23</p> <p><b>hybrid (9)</b><br/>123:19;124:5,23;<br/>125:12;127:10,17;<br/>129:9,15,17</p> <p><b>hybrids (1)</b><br/>127:12</p> | <p><b>incorporate (1)</b><br/>66:14</p> <p><b>increase (3)</b><br/>14:12;122:18;<br/>124:19</p> <p><b>increased (1)</b><br/>124:20</p> <p><b>incur (1)</b><br/>130:17</p> <p><b>in-depth (2)</b><br/>39:1;99:11</p> <p><b>indicated (3)</b><br/>32:1;83:5;85:13</p> <p><b>individual (3)</b><br/>45:1;61:21;79:16</p> <p><b>individually (1)</b><br/>127:15</p> <p><b>individuals (1)</b><br/>44:24</p> <p><b>industries (1)</b><br/>52:11</p> <p><b>information (14)</b><br/>15:10;19:1;30:12,<br/>21;31:22;35:11;37:1;<br/>56:19;72:6;90:18;<br/>93:10;134:12,17,21</p> <p><b>informational (1)</b><br/>96:11</p> <p><b>initial (2)</b><br/>100:8;134:2</p> <p><b>initiated (1)</b><br/>49:12</p> <p><b>initiative (1)</b><br/>45:24</p> <p><b>innovation (2)</b><br/>14:11;48:10</p> <p><b>innovations (2)</b><br/>50:8;64:17</p> <p><b>innovative (5)</b><br/>15:3;47:20;48:10;<br/>75:8;78:22</p> <p><b>in-person (2)</b><br/>38:3;124:24</p> <p><b>inside (1)</b><br/>76:25</p> <p><b>instability (1)</b><br/>71:24</p> <p><b>instead (5)</b><br/>9:25;10:3,5;55:23;<br/>70:11</p> <p><b>Institute (1)</b><br/>134:4</p> <p><b>instructed (1)</b><br/>105:25</p> <p><b>instruction (12)</b><br/>31:3,18;33:18,21;<br/>34:18;35:10;37:2;<br/>39:16;74:16;115:16,<br/>19;116:9</p> <p><b>instructional (3)</b><br/>39:11;57:1;104:16</p> <p><b>instructor (1)</b><br/>92:2</p> |
| <b>H</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>I</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <p><b>habit (1)</b><br/>103:16</p> <p><b>habits (1)</b><br/>100:25</p> <p><b>half (1)</b><br/>33:1</p> <p><b>halls (1)</b><br/>77:25</p> <p><b>handle (2)</b><br/>129:10;136:25</p> <p><b>handled (1)</b><br/>63:24</p> <p><b>happen (4)</b><br/>18:10;20:23;78:6;<br/>86:3</p> <p><b>happened (2)</b><br/>52:24;86:21</p> <p><b>happening (2)</b><br/>96:15;127:12</p> <p><b>happens (2)</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <p><b>ice (1)</b><br/>30:15</p> <p><b>idea (2)</b><br/>78:10;136:24</p> <p><b>ideas (1)</b><br/>47:24</p> <p><b>identified (3)</b><br/>22:6;86:3;97:21</p> <p><b>identify (1)</b><br/>129:15</p> <p><b>identifying (1)</b><br/>67:9</p> <p><b>ill (1)</b><br/>90:25</p> <p><b>impact (2)</b><br/>31:1;72:11</p> <p><b>impacting (1)</b><br/>72:19</p> <p><b>implement (1)</b><br/>105:6</p> <p><b>implementation (1)</b><br/>71:20</p> <p><b>implementing (2)</b><br/>14:11;80:2</p> <p><b>importance (2)</b><br/>98:12;104:3</p> <p><b>important (6)</b><br/>14:4;24:18;86:9;<br/>104:16;122:11;134:20</p> <p><b>impression (1)</b><br/>46:18</p> <p><b>improve (1)</b><br/>64:21</p> <p><b>inability (1)</b><br/>18:13</p> <p><b>INCENTIVES (4)</b><br/>112:4,7,22;113:1</p> <p><b>inclement (2)</b><br/>29:22;32:3</p> <p><b>include (1)</b><br/>105:17</p> <p><b>included (3)</b><br/>35:11;72:12,16</p> <p><b>including (1)</b><br/>104:10</p> <p><b>incoming (4)</b><br/>74:17;135:14,20,21</p>                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>insure (1)</b><br/>98:3<br/><b>insured (1)</b><br/>37:2<br/><b>insuring (1)</b><br/>106:4<br/><b>intense (1)</b><br/>39:18<br/><b>intent (3)</b><br/>75:3;82:22,22<br/><b>intention (2)</b><br/>64:9,11<br/><b>interaction (2)</b><br/>13:6;29:17<br/><b>interim (2)</b><br/>90:21;91:2<br/><b>intermediate (2)</b><br/>74:1;76:25<br/><b>internally (1)</b><br/>108:20<br/><b>International (1)</b><br/>7:7<br/><b>internet (2)</b><br/>34:12;35:7<br/><b>interns (8)</b><br/>75:22;76:10;77:8,<br/>10,20,20;78:5;80:21<br/><b>internship (4)</b><br/>76:2,7,11;77:22<br/><b>Interstate (1)</b><br/>6:1<br/><b>intervention (1)</b><br/>22:7<br/><b>into (35)</b><br/>12:17;20:13;23:11;<br/>25:13;27:8;30:14,20;<br/>31:9;42:22;48:5;<br/>53:10,24;55:1;56:15;<br/>57:10;58:12;68:1;<br/>72:13;75:4,9;77:25;<br/>83:8;95:23;97:1,20;<br/>98:20,20;101:22;<br/>104:1;106:8,12;118:1;<br/>121:1;129:11;130:2<br/><b>introduce (2)</b><br/>4:14;7:3<br/><b>Introduction (1)</b><br/>105:12<br/><b>introductory (2)</b><br/>105:5,13<br/><b>invest (1)</b><br/>23:24<br/><b>invested (3)</b><br/>57:22;62:11;80:19<br/><b>investigate (1)</b><br/>15:16<br/><b>investing (1)</b><br/>51:8<br/><b>involvement (2)</b><br/>49:3,6<br/><b>involving (1)</b><br/>75:8<br/><b>isolated (2)</b></p> | <p>83:2;132:4<br/><b>issue (17)</b><br/>18:15;22:21;23:3;<br/>26:6;27:18;48:7;<br/>56:16;63:25;66:20;<br/>71:2;75:2,3;79:9;<br/>98:15,16;99:21;<br/>122:24<br/><b>issues (3)</b><br/>30:14;36:20,20<br/><b>item (7)</b><br/>19:7;73:24;96:13;<br/>108:10;110:1;136:12,<br/>15<br/><b>items (1)</b><br/>15:21</p> <p style="text-align: center;"><b>J</b></p> <p><b>January (5)</b><br/>30:24;32:16;33:7,<br/>10,24<br/><b>Jennifer (4)</b><br/>81:19;91:5,6;92:19<br/><b>Jessica (1)</b><br/>4:16<br/><b>job (15)</b><br/>21:9;53:25;58:5,11;<br/>59:23;61:17;66:24;<br/>72:9;91:2,2;93:25;<br/>95:23;98:3;121:2;<br/>131:7<br/><b>jobs (3)</b><br/>52:11;54:6;123:24<br/><b>Joe (1)</b><br/>30:8<br/><b>joined (2)</b><br/>4:13;40:3<br/><b>joining (2)</b><br/>43:18;74:17<br/><b>Jon (1)</b><br/>30:8<br/><b>judiciously (1)</b><br/>105:1<br/><b>July (4)</b><br/>12:2,3,4,16<br/><b>jump (2)</b><br/>17:12;139:1<br/><b>June (1)</b><br/>108:25<br/><b>Junior (6)</b><br/>29:18;32:6,11,21;<br/>34:16;102:16<br/><b>Justice (1)</b><br/>134:4<br/><b>justification (1)</b><br/>14:20</p> <p style="text-align: center;"><b>K</b></p> <p><b>K-12 (3)</b><br/>88:8,10,12<br/><b>K-5 (1)</b></p> | <p>88:20<br/><b>K-8 (1)</b><br/>104:15<br/><b>Kaminar (4)</b><br/>4:6,8;7:2;9:3<br/><b>Karli's (1)</b><br/>65:9<br/><b>keep (7)</b><br/>21:1;27:23;31:6;<br/>38:3;43:3;91:18;<br/>138:5<br/><b>keeper (1)</b><br/>97:12<br/><b>keeping (2)</b><br/>34:7;98:7<br/><b>Kelsey (1)</b><br/>87:7<br/><b>kept (3)</b><br/>102:3;122:10;128:8<br/><b>Key (29)</b><br/>26:11,22,24;28:7;<br/>29:3;36:4;65:4,16,22;<br/>78:20;82:13;93:14,19,<br/>22;103:1,10;104:11,<br/>12;120:14,23;121:9,<br/>11;127:2,6,9;130:13,<br/>15,17;138:10<br/><b>keyboarding (28)</b><br/>96:17,22,24,24;<br/>97:8,22;98:1,10,11,<br/>23;99:11,17,18;100:1,<br/>5,10;101:10,13;<br/>102:11,15,19;104:3,6,<br/>9,17;105:2;106:5,6<br/><b>KEYBOARDING/KEYCODE (3)</b><br/>96:4,6;107:2<br/><b>keyboarding-slash-keycode (1)</b><br/>97:6<br/><b>keycode (8)</b><br/>96:22,24,25;97:3,9,<br/>23;100:11;105:1<br/><b>keycoding (1)</b><br/>96:17<br/><b>keys (2)</b><br/>101:11;104:12<br/><b>Key's (1)</b><br/>104:19<br/><b>kids (11)</b><br/>20:24;21:6,11,14;<br/>22:6,25;12;52:3;80:5;<br/>128:9;130:8;138:25<br/><b>kind (21)</b><br/>12:18;18:22;20:7,<br/>23;31:22;32:14;<br/>37:14;39:5;46:5,25;<br/>55:2;57:22;67:23;<br/>78:19;83:16;86:3;<br/>96:13;118:25;123:17,<br/>19;126:8<br/><b>kindergarten (4)</b><br/>58:3,10;104:10;<br/>128:18<br/><b>kindly (1)</b></p> | <p>117:19<br/><b>kinds (1)</b><br/>56:24<br/><b>knew (4)</b><br/>20:17;58:4;103:10;<br/>120:24<br/><b>knowing (2)</b><br/>62:8,15<br/><b>knowledge (2)</b><br/>80:24;106:6<br/><b>known (2)</b><br/>26:5;59:14<br/><b>Krystal (3)</b><br/>23:6;24:9;29:4</p> <p style="text-align: center;"><b>L</b></p> <p><b>lab (1)</b><br/>101:9<br/><b>lack (1)</b><br/>102:20<br/><b>Ladies (1)</b><br/>4:9<br/><b>LAFAYETTE (5)</b><br/>50:15,19;51:20;<br/>73:5,8<br/><b>Laffoon (9)</b><br/>29:25;30:3,5,7,8;<br/>31:20;32:15;36:5;<br/>40:17<br/><b>laid (1)</b><br/>46:20<br/><b>largest (1)</b><br/>88:17<br/><b>last (14)</b><br/>63:10,10;65:5,18;<br/>80:10;82:2;96:3;<br/>108:5,11;117:12;<br/>119:18,20;133:23;<br/>134:11<br/><b>lastly (1)</b><br/>34:16<br/><b>later (3)</b><br/>28:4;69:5;127:23<br/><b>launched (2)</b><br/>21:18;79:21<br/><b>law (8)</b><br/>66:4;78:23;79:13;<br/>117:20,21;118:2;<br/>134:13,19<br/><b>laws (4)</b><br/>14:3;19:16;44:18,<br/>21<br/><b>lead (1)</b><br/>79:4<br/><b>leader (1)</b><br/>74:5<br/><b>leaders (1)</b><br/>39:10<br/><b>LEADERSHIP (3)</b><br/>112:22;113:1,10<br/><b>leading (2)</b><br/>33:8;66:24</p> | <p><b>lean (1)</b><br/>25:13<br/><b>leap (1)</b><br/>65:24<br/><b>learn (1)</b><br/>99:12<br/><b>learning (12)</b><br/>14:9;29:24;38:4;<br/>42:21;57:3,15;65:12;<br/>97:25;108:18,19,22;<br/>125:20<br/><b>least (9)</b><br/>11:23;27:14;42:20;<br/>56:14;57:5;68:17;<br/>83:20;123:14;133:5<br/><b>leave (1)</b><br/>54:18<br/><b>leaving (1)</b><br/>55:23<br/><b>led (1)</b><br/>55:19<br/><b>left (10)</b><br/>35:18;52:23,24;<br/>55:7,17,17,20;87:16;<br/>108:11;117:24<br/><b>legislation (2)</b><br/>132:2;133:1<br/><b>Legislature (2)</b><br/>27:25;93:24<br/><b>less (2)</b><br/>60:22;124:25<br/><b>lesson (1)</b><br/>22:9<br/><b>lessons (1)</b><br/>35:11<br/><b>letter (1)</b><br/>104:11<br/><b>letters (2)</b><br/>85:14;104:12<br/><b>level (9)</b><br/>18:15;24:25;27:12;<br/>45:21;46:1;76:17,19;<br/>78:2;102:8<br/><b>levels (2)</b><br/>91:16;105:22<br/><b>liaison (1)</b><br/>4:10<br/><b>libraries (3)</b><br/>45:1;46:15;47:21<br/><b>library (12)</b><br/>16:12,18;18:21;<br/>44:16;45:16;46:11,13,<br/>16;47:17,21;65:19;<br/>106:9<br/><b>license (19)</b><br/>23:25;53:7,14,15,<br/>22;54:15;55:16;<br/>58:15;84:11,13,14,18,<br/>18,20;87:10,24;90:7;<br/>99:10,22<br/><b>licensed (14)</b><br/>18:18,20;52:17;<br/>53:12;57:12;82:23,24;</p> |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>83:23;85:1;86:7;87:1, 10;90:7;99:23</p> <p><b>licensure (35)</b><br/>14:22,25;15:15;<br/>16:2,9,12,12,16;44:17,<br/>20;46:6,9,13,17;<br/>47:16;50:22;70:1,4;<br/>72:9,11;81:16;94:18,<br/>19;95:3;99:4,5;<br/>100:10;105:18,20,22;<br/>106:1;110:18,20,24;<br/>111:5</p> <p><b>lifted (1)</b><br/>14:13</p> <p><b>likelihood (2)</b><br/>61:17,18</p> <p><b>likewise (1)</b><br/>18:6</p> <p><b>limit (2)</b><br/>41:6;87:11</p> <p><b>limited (4)</b><br/>41:19;52:11;56:12;<br/>70:23</p> <p><b>line (3)</b><br/>13:21;41:12;45:8</p> <p><b>listed (1)</b><br/>31:25</p> <p><b>listening (2)</b><br/>36:18;74:24</p> <p><b>literacy (2)</b><br/>120:16;121:1</p> <p><b>little (14)</b><br/>11:18,20;12:20;<br/>13:25;26:5;38:12;<br/>49:13;58:7;69:8;<br/>98:25;100:17;108:6;<br/>123:6;126:9</p> <p><b>live (1)</b><br/>5:13</p> <p><b>Load (1)</b><br/>74:1</p> <p><b>local (1)</b><br/>83:7</p> <p><b>locally (1)</b><br/>83:14</p> <p><b>locating (1)</b><br/>104:11</p> <p><b>long (6)</b><br/>28:7;70:1,6;96:25;<br/>138:5;140:2</p> <p><b>longer (2)</b><br/>69:10;70:21</p> <p><b>long-term (7)</b><br/>20:20;41:20;64:10;<br/>65:2,6;68:22;71:10</p> <p><b>look (29)</b><br/>11:19;12:1;14:5;<br/>24:21;25:23;27:2,23;<br/>37:22;42:17;46:9;<br/>47:2,23;50:7,25;<br/>51:12;63:12;64:23;<br/>69:7;73:18;78:1;<br/>79:13;89:19;90:10;</p> | <p>92:9;96:18;99:9;<br/>101:3;117:19;122:16</p> <p><b>looked (6)</b><br/>13:15;20:23;38:12;<br/>52:3;65:5;105:4</p> <p><b>looking (16)</b><br/>46:21;49:4;54:16;<br/>57:24;60:11;64:16;<br/>68:5,10;69:21;88:14;<br/>95:20;104:1,14;121:4;<br/>126:15;133:25</p> <p><b>looks (1)</b><br/>78:9</p> <p><b>Lori (1)</b><br/>113:21</p> <p><b>loss (1)</b><br/>29:24</p> <p><b>lost (1)</b><br/>105:11</p> <p><b>lot (21)</b><br/>17:19;30:21;47:23;<br/>51:4;56:2;66:24;<br/>71:22,24;76:12;79:23;<br/>97:19;98:19,21;100:3;<br/>101:4,6,7,21,24;<br/>102:7;130:8</p> <p><b>lots (9)</b><br/>91:15,17;109:23;<br/>123:23;124:1,11,14;<br/>125:11,13</p> <p><b>love (1)</b><br/>30:5</p> <p><b>loved (2)</b><br/>8:2,2</p> <p><b>low (2)</b><br/>20:23;52:10</p> <p><b>lunch (3)</b><br/>34:15;109:16,18</p> <p><b>Lynch (3)</b><br/>29:17;32:6;34:5</p> | <p>60:21;62:18;83:16;<br/>102:22;103:16</p> <p><b>makeup (1)</b><br/>37:22</p> <p><b>make-up (1)</b><br/>101:25</p> <p><b>making (10)</b><br/>15:11,23;18:2;<br/>28:24;34:21;51:13;<br/>68:22;99:4;100:9;<br/>118:4</p> <p><b>managed (1)</b><br/>52:15</p> <p><b>managing (1)</b><br/>25:15</p> <p><b>mandated (1)</b><br/>97:14</p> <p><b>manually (1)</b><br/>103:8</p> <p><b>many (7)</b><br/>18:19;58:2;82:2;<br/>93:20;99:14;126:24;<br/>130:8</p> <p><b>Marigold (1)</b><br/>85:18</p> <p><b>mark (1)</b><br/>28:5</p> <p><b>marketing (1)</b><br/>102:13</p> <p><b>marks (1)</b><br/>7:21</p> <p><b>Marvell (2)</b><br/>82:24;83:1</p> <p><b>MARVELL-ELAINE (12)</b><br/>81:11,12,15;82:15;<br/>83:4;86:8;87:4;90:22;<br/>91:13;94:1,10;95:2</p> <p><b>Mary (1)</b><br/>58:24</p> <p><b>masking (1)</b><br/>18:13</p> <p><b>masks (1)</b><br/>19:1</p> <p><b>master (3)</b><br/>79:5;112:22;113:2</p> <p><b>master's (2)</b><br/>84:24;89:8</p> <p><b>MAT (5)</b><br/>53:10,16,24;58:13;<br/>85:11</p> <p><b>math (11)</b><br/>21:3,4;24:18;25:6;<br/>65:18;77:5;85:3,6;<br/>92:1,20;106:9</p> <p><b>Matter (3)</b><br/>54:6;137:3,7</p> <p><b>Matthew (6)</b><br/>19:10;29:11;30:16;<br/>40:25;44:12;108:14</p> <p><b>maximum (1)</b><br/>41:6</p> <p><b>May (31)</b><br/>7:13,21,8;13;11:13,</p> | <p>18;14;25;15:16,21;<br/>16:17;17:12;18:16;<br/>24:5;26:11;27:11;<br/>35:14;36:4;38:18;<br/>54:9;55:1;60:18;<br/>61:18,22;84:24;89:6,<br/>6;90:6,17;118:15;<br/>128:23;136:2,4</p> <p><b>maybe (13)</b><br/>15:4;23:7,12;48:2,<br/>9;57:24;63:14;80:10;<br/>86:13;90:12;92:7;<br/>98:23;104:20</p> <p><b>McClung (7)</b><br/>30:8,19;31:19,20;<br/>35:25;39:4;40:20</p> <p><b>McFETRIDGE (42)</b><br/>6:14,18;40:6,9;<br/>48:21,22;49:1,8,16;<br/>73:4,8;106:16,18;<br/>107:17,19;109:3,6,8;<br/>111:18,20;113:7,9;<br/>114:7,8;116:3,7;<br/>121:20,21;129:6,7;<br/>130:3,20;132:14,15;<br/>135:17,18;136:16,19;<br/>137:11,17;138:15;<br/>139:16</p> <p><b>mean (20)</b><br/>27:14,22;32:25;<br/>60:22;61:7;62:5;<br/>63:20,21;66:7,8,21;<br/>67:23;86:1;93:22;<br/>101:3,23,24;118:8;<br/>124:1;128:19</p> <p><b>measure (1)</b><br/>33:11</p> <p><b>media (13)</b><br/>16:13,18;18:21;<br/>44:17;45:16,17;46:11,<br/>13,16;47:17;65:19;<br/>75:6;106:9</p> <p><b>meet (13)</b><br/>13:20;18:13;24:14,<br/>22;30:22;33:23;<br/>46:17;47:16;48:13;<br/>68:1;120:18;128:10;<br/>134:8</p> <p><b>meeting (9)</b><br/>25:19;49:15;70:4;<br/>117:12;118:20;<br/>119:21;125:15;<br/>129:22;136:4</p> <p><b>meetings (2)</b><br/>120:17;138:6</p> <p><b>Meets (2)</b><br/>33:24;44:17</p> <p><b>member (2)</b><br/>6:3;118:15</p> <p><b>members (13)</b><br/>4:13;5:20,24;8:7,<br/>10;35:16;71:11;<br/>82:15;87:14;93:20;</p> | <p>116:15,21;117:1</p> <p><b>men (1)</b><br/>7:24</p> <p><b>mental (5)</b><br/>87:25;88:3;126:13;<br/>127:21;134:7</p> <p><b>mentioned (3)</b><br/>27:4;77:18;80:13</p> <p><b>mentor (6)</b><br/>57:4,4;76:9;77:15;<br/>80:14,17</p> <p><b>mentored (1)</b><br/>85:19</p> <p><b>mentoring (1)</b><br/>56:23</p> <p><b>met (4)</b><br/>13:22;17:19;67:22;<br/>93:24</p> <p><b>Microsoft (3)</b><br/>103:6,6,14</p> <p><b>Middle (14)</b><br/>29:17;32:6,11,20;<br/>33:21;34:17;43:2;<br/>77:1,23;88:15;102:8,<br/>16;105:10,12</p> <p><b>midterm (2)</b><br/>20:13;22:12</p> <p><b>might (7)</b><br/>13:5,5;99:11,18;<br/>119:20;121:13;124:2</p> <p><b>miles (1)</b><br/>56:14</p> <p><b>MILITARY (30)</b><br/>4:2,7,10,12,18;5:2,<br/>4,5,11,13,15,16,18,21;<br/>6:1,5,8,9;7:1,5,15,17,<br/>18,22,23;8:1,3,5,13,14</p> <p><b>mind (3)</b><br/>64:13;78:25;79:1</p> <p><b>mindset (1)</b><br/>99:19</p> <p><b>mine (3)</b><br/>79:2;96:11;118:24</p> <p><b>minimum (4)</b><br/>13:2,3;29:16;83:20</p> <p><b>minority (2)</b><br/>66:4;68:3</p> <p><b>minutes (3)</b><br/>61:25;140:3,4</p> <p><b>mirrored (1)</b><br/>134:10</p> <p><b>mirroring (1)</b><br/>117:21</p> <p><b>missed (2)</b><br/>85:7;92:2</p> <p><b>missing (1)</b><br/>18:9</p> <p><b>mission (2)</b><br/>30:23,25</p> <p><b>missions (1)</b><br/>8:4</p> <p><b>mode (2)</b><br/>27:8,9</p> |
| <b>M</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <p><b>ma'am (7)</b><br/>39:4;42:12;50:10;<br/>78:17;116:18;119:4;<br/>130:23</p> <p><b>Madam (3)</b><br/>4:8;7:2;9:3</p> <p><b>magic (1)</b><br/>80:14</p> <p><b>main (1)</b><br/>11:25</p> <p><b>maintain (1)</b><br/>33:17</p> <p><b>maintained (1)</b><br/>34:13</p> <p><b>major (2)</b><br/>82:22;83:10</p> <p><b>majority (1)</b><br/>80:1</p> <p><b>makes (8)</b><br/>19:2;26:18;52:12;</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>model (24)</b><br/>61:16;74:6,7;76:13,19;77:7,24;79:4,21;80:4,5,10;83:25;123:19;124:5,17,21,23;126:18,18;127:10,13,17;129:15</p> <p><b>models (3)</b><br/>104:16;125:13;127:25</p> <p><b>modern (1)</b><br/>103:5</p> <p><b>modifications (4)</b><br/>29:21;31:18;33:20;34:17</p> <p><b>modify (2)</b><br/>31:3;35:10</p> <p><b>MOMENT (5)</b><br/>42:6;59:4;78:15;88:18;89:4</p> <p><b>Monica (1)</b><br/>74:18</p> <p><b>monitor (1)</b><br/>57:3</p> <p><b>monitoring (2)</b><br/>51:10;60:10</p> <p><b>MONTH (21)</b><br/>4:2,6;5:2,4;6:4,8,9;7:1,15,18,21,22;8:6,13,14;11:12;57:6;63:4,10;84:10;118:19</p> <p><b>months (5)</b><br/>48:15;79:20;90:22;120:21,24</p> <p><b>month's (2)</b><br/>11:11;108:11</p> <p><b>Monticello (2)</b><br/>20:16;63:7</p> <p><b>MOORE (61)</b><br/>10:15,16;17:6;19:4;35:19,20;38:18,22;43:12,13;56:17,18;57:17;58:16,18;59:2;71:13,14;72:3,21;75:21,22;76:1,16;77:10,13,15;78:11;81:5,6;87:17,18,21;88:6,8,11,13,25;100:22,23;101:16,21;102:22;107:4,7,20,21;115:6,7;119:10,11;121:18,19;133:14,15;135:9,10,20;136:7;139:6,17</p> <p><b>Moore's (2)</b><br/>104:4,5</p> <p><b>more (37)</b><br/>5:8,11;11:15;25:4;43:23;48:2;56:10;59:12,21;62:1,3,3,14;65:6,19;66:20;68:1;69:8,9;70:22;90:18;94:1,9,6,11;98:17,25;</p> | <p>99:16,25;101:2,18,18;102:17;116:18;118:18;124:5;126:15;127:21;128:23</p> <p><b>morning (22)</b><br/>4:22,23;7:11,12;9:9;11:4,5;24:9;28:23;30:1,7,10;31:20;39:25;40:3;43:18;45:9;51:18;82:13;95:13;108:6;109:15</p> <p><b>most (7)</b><br/>57:19,20;64:1;97:21;98:2;101:9;134:11</p> <p><b>motion (82)</b><br/>6:12,17;8:15,24;10:13,15,16;28:13,15;40:5,6,8;43:8,10;49:22,25;73:3,4,7;81:1,3;93:11;94:6,7,9;95:2,4,11;107:4,7,16,17,18;109:2,3,5,7;110:7,8,9,25;111:1,3,17,18,19;112:12,14;113:6,7,9;114:4,6;115:5,7;116:1,3,7,8;119:6,7,8;121:17,19;131:9,10,11;132:13,14,15;133:13,15;135:6,8;136:15,18;137:14,16,18;138:6;139:3,8</p> <p><b>MOTION/VOTE (1)</b><br/>135:14</p> <p><b>motions (2)</b><br/>106:24;137:2</p> <p><b>move (21)</b><br/>9:10;21:3;27:19;28:14;43:9,21;44:2;49:23;56:13;63:4;81:2;98:20;99:1;101:21;105:1;115:6;121:18;133:14;135:7;137:23;139:5</p> <p><b>moved (9)</b><br/>6:14;8:17,18;97:20;98:20;112:13;114:5;136:16,17</p> <p><b>moving (7)</b><br/>26:1;28:2;73:22;83:5;104:3,17;131:21</p> <p><b>much (17)</b><br/>8:25;19:1;21:1;40:17;57:13;62:7;66:8;81:23;93:4;108:2,7;124:5;126:21;138:18,22,24;139:18</p> <p><b>multiple (2)</b><br/>41:21;122:9</p> <p><b>myself (1)</b><br/>47:2</p> | <p style="text-align: center;"><b>N</b></p> <p><b>Nail (6)</b><br/>23:6;24:5,6,9,9;29:4</p> <p><b>name (4)</b><br/>45:9;105:8,15;121:7</p> <p><b>named (1)</b><br/>104:25</p> <p><b>narrows (1)</b><br/>75:13</p> <p><b>National (3)</b><br/>7:21;112:4,8</p> <p><b>nation's (1)</b><br/>5:24</p> <p><b>nationwide (1)</b><br/>6:4</p> <p><b>NBPT (1)</b><br/>112:9</p> <p><b>neat (1)</b><br/>77:23</p> <p><b>necessarily (3)</b><br/>18:24;24:1;98:15</p> <p><b>need (53)</b><br/>10:11,13;14:24;15:2;17:3,6;22:20;25:25;26:2;27:23,23;37:20;48:4;49:5;57:7;14:59;18:61;21;62:22;64:14,15;65:23;25;70:16,21,22;71:4;76:22;78:23;79:13;86:6,6;88:17;89:23;90:1;91:15,17,19;92:9;94:20;96:13;98:4,12;100:14;103:14;104:20;106:23;113:6;123:13;125:16;128:25;129:23;136:14</p> <p><b>needed (9)</b><br/>12:8;41:23;52:5;69:6;76:24;90:24;120:19;124:10;126:25</p> <p><b>needing (2)</b><br/>56:24;127:22</p> <p><b>needs (17)</b><br/>13:20,22;14:22;67:10;84:19;86:3;88:19;105:15;122:3,8;125:15,16;128:1,10,11,22;132:4</p> <p><b>neighboring (1)</b><br/>78:7</p> <p><b>nerve-wracking (1)</b><br/>93:8</p> <p><b>neutrality (1)</b><br/>103:16</p> <p><b>new (11)</b><br/>41:8;53:1;66:11;95:21;97:20;104:21;118:15;134:19,19;</p> | <p>135:15;136:13</p> <p><b>newly-hired (1)</b><br/>91:12</p> <p><b>news (3)</b><br/>23:16;87:22;93:7</p> <p><b>NEWTON (323)</b><br/>4:3,23;6:11,15,17,22;7:12;8:15,19,23;9:8,14,16,19,21,23;10:2,6,9,13,16,19,23;11:2,5,22;12:5;15:24;19:5,7,23;20:3,5,6,9;22:15,24;23:2,5,15,19;24:4,8;25:20;28:6,10,15,18,21;29:2,6,9;30:1,4,6;35:15;36:1,4;38:14,17,23;39:13;40:2,8,11,14,19,21,23;41:9,11,14,16;42:4,7,10,13,15;43:6,10,13,16,20,23;44:1,3,5,8;45:4,7,12,13;46:2,7;48:8,18;49:17,21,24;50:3,6,12,16;55:3;56:17;59:3,5,8;60:1,4,7,14;63:9;64:6,8;65:4,15,21;67:14;68:23;70:8,19,25;71:9,12;72:22;73:1,7,12,16,22;74:13,21;75:17;78:12,16,18;79:18,22;80:3,18,20,23;81:3,6,9,12,25;82:5,7,11,14;87:13;89:1,5,13,22,25;90:3,9,11,17;91:21,23,25;92:7,12,17,23;93:1,6,18,21;94:5,9,13,14,17,20,23;95:1,6,10,15,22;96:2,5;100:21;102:23;103:15;105:17,24;106:14,19,22;107:1,5,7,11,15,18,21,24;108:1,5,13;109:1,5,10,13,21;110:5,9,12,15,22;111:3,8,16,19,23;112:1,11,14,16,19;113:4,9,12,15,20,21;114:2,6,8,13,19;115:3,7,10,13,24;116:5,12,16,19,25;119:2,5,8,11,14,24;120:5,8;121:7,10,14,19,21,24;122:4;123:6,9,12;125:3,10,25;126:23;128:3;129:4;130:10,21,24;131:1,8,11,14,17,21;132:11,15,17,20;133:11,15,17,20,23;134:23;135:1,6,8,10,15,19,22;136:3,5,8,14,18,22;137:1,3,6,8,12,15,22,24,25;138:3,5,8,</p> | <p>11,13,17,21;139:8,11,14,18</p> <p><b>next (28)</b><br/>7:3;11:11;17:21;21:2,7;23:18;24:3;29:9;42:11;48:11,15,16;50:17;64:20;73:24;79:20;84:4;110:19;111:12;112:6,24;114:19;115:18;116:16,20;118:20;131:24;132:24</p> <p><b>nine (2)</b><br/>32:8;118:17</p> <p><b>nod (1)</b><br/>11:20</p> <p><b>Nodding (3)</b><br/>10:12;47:7;60:6</p> <p><b>no-fail (1)</b><br/>80:15</p> <p><b>Nominating (4)</b><br/>135:16,18;137:19;139:6</p> <p><b>nomination (3)</b><br/>137:19,24;139:5</p> <p><b>nominations (1)</b><br/>136:1</p> <p><b>None (4)</b><br/>9:10;110:25;114:25;116:23</p> <p><b>non-substantive (2)</b><br/>115:22;117:5</p> <p><b>north (1)</b><br/>56:1</p> <p><b>northwest (1)</b><br/>62:14</p> <p><b>note (1)</b><br/>17:23</p> <p><b>noted (1)</b><br/>32:10</p> <p><b>noticed (2)</b><br/>16:14;49:2</p> <p><b>November (1)</b><br/>118:16</p> <p><b>novice (1)</b><br/>85:17</p> <p><b>number (8)</b><br/>27:6;52:11;74:10;104:11;122:15;124:20;130:6,11</p> <p><b>numerous (1)</b><br/>99:12</p> <hr/> <p style="text-align: center;"><b>O</b></p> <hr/> <p><b>objectives (1)</b><br/>68:2</p> <p><b>obligation (1)</b><br/>134:17</p> <p><b>obstacles (1)</b><br/>91:17</p> <p><b>obtain (2)</b><br/>84:20;87:10</p> |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|



|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>obtained (1)</b><br/>55:16</p> <p><b>obviously (4)</b><br/>97:12,25;98:1;99:9</p> <p><b>occur (1)</b><br/>41:8</p> <p><b>occurs (1)</b><br/>42:21</p> <p><b>OCSS (4)</b><br/>85:20;90:15;92:19;<br/>95:18</p> <p><b>OFF (4)</b><br/>9:5,12;39:15;<br/>108:11</p> <p><b>offer (1)</b><br/>56:11</p> <p><b>offered (2)</b><br/>21:10;53:19</p> <p><b>offering (3)</b><br/>66:15,16;105:2</p> <p><b>Office (7)</b><br/>24:10;27:25;81:20;<br/>99:15,20;103:22;<br/>135:4</p> <p><b>officers (1)</b><br/>136:13</p> <p><b>official (1)</b><br/>104:17</p> <p><b>often (1)</b><br/>77:14</p> <p><b>OHS (1)</b><br/>45:16</p> <p><b>old (1)</b><br/>98:10</p> <p><b>old-school (1)</b><br/>99:14</p> <p><b>ombudsman (2)</b><br/>120:12,15</p> <p><b>onboard (2)</b><br/>77:3;120:23</p> <p><b>once (3)</b><br/>52:24;57:9;58:13</p> <p><b>one (71)</b><br/>4:6;9:1;11:25;<br/>12:25;14:17;17:18,25;<br/>18:1;21:3;24:15,19;<br/>25:22;32:22;33:5;<br/>36:16;38:12,23;41:6;<br/>42:16;43:23,24;45:23;<br/>47:10;50:18;51:10;<br/>53:9,15,23;54:7;<br/>55:14;56:4,6;57:9;<br/>58:11;59:17;62:23,24;<br/>64:8;66:5,11;68:17;<br/>76:5;78:18;82:2;84:8,<br/>23;85:7,11;86:14,21;<br/>89:5;91:25;92:2;<br/>94:18,19,25;98:22;<br/>103:1,11;107:1,12;<br/>108:5;115:16;117:2,8,<br/>9;124:18;125:18;<br/>133:5;134:21;137:4</p> <p><b>one-day (1)</b></p> | <p>138:5</p> <p><b>ones (5)</b><br/>8:2,3;55:24;109:24;<br/>116:16</p> <p><b>one-space (1)</b><br/>104:20</p> <p><b>one-year (4)</b><br/>10:4;12:21;19:12;<br/>66:6</p> <p><b>online (1)</b><br/>40:3</p> <p><b>only (21)</b><br/>12:25;14:1;19:20;<br/>32:11;37:25;38:13;<br/>45:2;54:7,22;86:17;<br/>97:17;117:9;122:13;<br/>123:22;124:23,25;<br/>126:21;130:9;132:1,3,<br/>7</p> <p><b>onsite (5)</b><br/>31:18;33:18;34:3,8;<br/>127:19</p> <p><b>onus (1)</b><br/>106:11</p> <p><b>op (1)</b><br/>20:16</p> <p><b>Opal (1)</b><br/>51:20</p> <p><b>open (3)</b><br/>37:5;38:3;56:7</p> <p><b>opened (1)</b><br/>77:1</p> <p><b>openings (3)</b><br/>52:24;54:7,8</p> <p><b>operate (1)</b><br/>67:15</p> <p><b>operating (1)</b><br/>124:12</p> <p><b>operationally (1)</b><br/>36:13</p> <p><b>opinion (1)</b><br/>63:3</p> <p><b>opportunities (7)</b><br/>14:10;15:6;23:24;<br/>48:5;69:11;83:7;<br/>86:15</p> <p><b>opportunity (5)</b><br/>39:24;45:21;76:20;<br/>78:3,8</p> <p><b>opposed (29)</b><br/>6:22;8:23;10:23;<br/>28:21;40:14;43:16;<br/>50:6;73:16;81:9;<br/>95:10;107:11,24;<br/>109:13;110:15;111:8;<br/>112:1,19;113:15;<br/>114:13;115:13;<br/>116:12;119:14;<br/>121:24;131:17;<br/>132:20;133:20;<br/>136:22;138:21;139:14</p> <p><b>option (5)</b><br/>23:14;24:19;25:5;</p> | <p>80:15;126:1</p> <p><b>options (7)</b><br/>13:15;15:17;23:25;<br/>24:13;38:12;41:19;<br/>47:19</p> <p><b>order (1)</b><br/>84:20</p> <p><b>ordinary (1)</b><br/>39:7</p> <p><b>organizations (1)</b><br/>6:4</p> <p><b>original (1)</b><br/>118:24</p> <p><b>originally (2)</b><br/>46:21;117:24</p> <p><b>Osceola (14)</b><br/>9:18;10:2;16:21;<br/>44:1,2,10,11,14;45:8,<br/>11;46:6;47:15;48:16;<br/>50:9</p> <p><b>others (2)</b><br/>38:21;81:20</p> <p><b>Ouida (2)</b><br/>135:19;137:24</p> <p><b>ours (1)</b><br/>102:2</p> <p><b>out (38)</b><br/>8:4;9:17;14:13;<br/>16:10,15;20:14,18;<br/>21:19,22;22:6;26:17,<br/>19;27:9;31:25;38:14;<br/>39:7;41:22;46:10,20;<br/>48:5,14;50:8;54:25;<br/>55:14,15,16;62:9;<br/>64:17;71:17;83:5;<br/>84:12;93:7;96:21;<br/>117:24;123:5;126:18;<br/>133:9;134:1</p> <p><b>outlining (1)</b><br/>74:7</p> <p><b>outside (2)</b><br/>86:12;101:5</p> <p><b>over (28)</b><br/>21:4;29:20;30:9;<br/>31:22;32:1,5,9,25,25;<br/>33:1;34:9;35:17;41:5;<br/>48:20;49:17;64:19;<br/>65:18;75:20;79:20;<br/>87:18;102:23,24;<br/>103:19;108:6;118:19;<br/>129:4;130:2;138:24</p> <p><b>overview (1)</b><br/>42:24</p> <p><b>overall (1)</b><br/>67:5</p> <p><b>over-arching (1)</b><br/>62:25</p> <p><b>oversee (2)</b><br/>79:6;120:12</p> <p><b>oversight (1)</b><br/>79:10</p> <p><b>overstaffed (1)</b><br/>58:2</p> | <p><b>Owen (8)</b><br/>96:12;103:21,22;<br/>105:19,25;106:15;<br/>107:14,25</p> <p><b>own (7)</b><br/>15:4;51:6;67:16;<br/>77:3;86:10;102:1;<br/>125:20</p> <p style="text-align: center;"><b>P</b></p> <p><b>packet (1)</b><br/>122:25</p> <p><b>page (2)</b><br/>15:14;117:18</p> <p><b>paid (1)</b><br/>130:18</p> <p><b>Pam (2)</b><br/>74:15;80:13</p> <p><b>PANEL (3)</b><br/>108:3,8,21</p> <p><b>par (1)</b><br/>39:8</p> <p><b>paraprofessional (2)</b><br/>42:3;58:3</p> <p><b>parental (1)</b><br/>5:17</p> <p><b>parents (1)</b><br/>54:1</p> <p><b>part (23)</b><br/>4:4;13:2;16:2;<br/>18:11;54:20;56:8;<br/>62:4;69:19,23;75:11,<br/>15;79:4;90:13;96:11;<br/>97:11;101:19;106:6,<br/>12;117:24,25;120:25;<br/>125:7;127:10</p> <p><b>partial (1)</b><br/>130:9</p> <p><b>participate (1)</b><br/>85:17</p> <p><b>participating (1)</b><br/>35:21</p> <p><b>participation (1)</b><br/>79:15</p> <p><b>particular (4)</b><br/>38:25;45:16;68:3;<br/>126:16</p> <p><b>particularly (2)</b><br/>22:12,12</p> <p><b>partner (1)</b><br/>75:15</p> <p><b>partnerships (2)</b><br/>65:10;67:8</p> <p><b>parts (1)</b><br/>83:15</p> <p><b>pass (1)</b><br/>52:21</p> <p><b>passed (7)</b><br/>52:22;53:9,21;<br/>58:12;91:1;133:1;<br/>134:11</p> <p><b>passes (2)</b></p> | <p>84:10;95:11</p> <p><b>passing (3)</b><br/>53:17,23;129:21</p> <p><b>past (3)</b><br/>13:4,7;59:11</p> <p><b>pathway (2)</b><br/>85:24;87:11</p> <p><b>patterns (1)</b><br/>31:15</p> <p><b>pause (1)</b><br/>15:20</p> <p><b>pay (1)</b><br/>24:20</p> <p><b>paying (1)</b><br/>127:11</p> <p><b>payload (1)</b><br/>21:15</p> <p><b>PD (1)</b><br/>122:12</p> <p><b>penalized (1)</b><br/>18:24</p> <p><b>pending (1)</b><br/>135:4</p> <p><b>people (17)</b><br/>23:23;46:14;47:10,<br/>15;52:18;53:3,4,5;<br/>54:25;56:11,13;57:25;<br/>74:10;83:5,25;123:20;<br/>129:2</p> <p><b>Pepper (1)</b><br/>131:6</p> <p><b>per (1)</b><br/>39:7</p> <p><b>perfect (1)</b><br/>17:1</p> <p><b>perfectly (1)</b><br/>98:13</p> <p><b>performing (4)</b><br/>46:15;115:16,19;<br/>116:9</p> <p><b>period (8)</b><br/>24:19,20;54:17;<br/>59:11;61:5;64:4;70:1;<br/>103:1</p> <p><b>Perkins (3)</b><br/>97:14,16,20</p> <p><b>permission (1)</b><br/>102:3</p> <p><b>person (7)</b><br/>9:1;22:22;24:16;<br/>25:10,25;26:7;45:18</p> <p><b>personal (1)</b><br/>102:1</p> <p><b>personally (2)</b><br/>30:13;131:4</p> <p><b>perspective (1)</b><br/>72:8</p> <p><b>Pfeffer (72)</b><br/>11:2,4,6,23;12:6;<br/>16:4,6,9,20,23;17:2,<br/>11;22:21,25;23:3,6,<br/>16,20;24:5;25:22;<br/>27:4;29:4;30:13;</p> |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>37:16;38:16,21;46:3, 4,8;47:8;48:12;49:10; 50:16,17;51:17;59:12; 60:2,8;61:2,5,9;63:11, 16,19;66:23;67:7,15; 69:3,14,21;70:18,22; 71:1,10,19;72:14; 73:24;79:1,19,23; 81:13;89:17,24;90:2, 4,10,14;92:6,9,13; 103:24;123:4</p> <p><b>Pfeffer's (1)</b><br/>42:17</p> <p><b>phenomenal (2)</b><br/>77:2;80:13</p> <p><b>Phillips (2)</b><br/>86:12,13</p> <p><b>piece (6)</b><br/>38:8;66:7;90:13; 96:13;97:24;100:13</p> <p><b>pieces (2)</b><br/>25:15;126:22</p> <p><b>Pine (1)</b><br/>127:24</p> <p><b>pipeline (5)</b><br/>15:1;67:25;68:1; 75:4,13</p> <p><b>pivot (3)</b><br/>32:19;33:9,15</p> <p><b>pivoted (4)</b><br/>33:18;34:1,8;55:22</p> <p><b>place (13)</b><br/>12:15;21:7,11;23:8; 26:10,16;42:11;48:9; 92:16;124:13,17; 127:17;134:21</p> <p><b>placed (2)</b><br/>83:22;86:23</p> <p><b>Placement (1)</b><br/>24:11</p> <p><b>plan (40)</b><br/>17:18;47:20;48:10; 51:11;60:23,25;61:11, 12,20;66:5,6,10; 68:11,16,18,22;69:20; 70:9,14,15,20;71:17, 20;73:18;83:22; 84:19;86:7;87:5,10; 88:4;92:10;108:18,19, 22;127:4,8,11,15; 129:17,20</p> <p><b>plane (1)</b><br/>74:19</p> <p><b>plans (9)</b><br/>59:16;60:5;64:12; 66:6,7,25;67:9;72:12; 92:16</p> <p><b>play (1)</b><br/>133:3</p> <p><b>played (1)</b><br/>133:8</p> <p><b>please (3)</b><br/>4:21;7:10;57:10</p> <p><b>pleased (1)</b><br/>39:17</p> <p><b>pleasure (1)</b><br/>6:23</p> <p><b>plus (1)</b><br/>98:24</p> <p><b>pm (3)</b><br/>109:18,18;140:7</p> <p><b>point (13)</b><br/>23:16;26:13;33:13; 45:15;76:15,23;79:12; 84:2;85:7;92:2;115:1; 129:10;135:23</p> <p><b>points (1)</b><br/>72:15</p> <p><b>popular (1)</b><br/>21:14</p> <p><b>portfolio (2)</b><br/>85:4,5</p> <p><b>portion (1)</b><br/>123:7</p> <p><b>position (5)</b><br/>23:22;36:22;86:21; 87:23;88:8</p> <p><b>positions (3)</b><br/>18:22;56:6;65:17</p> <p><b>positive (2)</b><br/>30:25;32:24</p> <p><b>possess (1)</b><br/>83:20</p> <p><b>possibility (2)</b><br/>63:15,16</p> <p><b>possible (2)</b><br/>7:25;38:4</p> <p><b>possibly (3)</b><br/>23:11;24:24;102:16</p> <p><b>POST (5)</b><br/>80:8,19,21;128:5,7</p> <p><b>postsecondary (1)</b><br/>48:5</p> <p><b>poverty (1)</b><br/>52:10</p> <p><b>power (1)</b><br/>80:13</p> <p><b>practice (2)</b><br/>21:18;75:9</p> <p><b>practices (2)</b><br/>77:4,9</p> <p><b>practicing (1)</b><br/>104:11</p> <p><b>Praxis (5)</b><br/>52:21;53:17;56:25; 58:12;92:2</p> <p><b>pray (1)</b><br/>68:4</p> <p><b>preface (1)</b><br/>36:6</p> <p><b>prep (2)</b><br/>24:19,20</p> <p><b>preparation (2)</b><br/>74:5;76:12</p> <p><b>prepared (1)</b><br/>65:23</p> <p><b>present (5)</b><br/>5:6;7:9;10:7;63:22; 119:19</p> <p><b>presentation (3)</b><br/>31:9;37:11;38:24</p> <p><b>presentations (1)</b><br/>4:15</p> <p><b>presented (1)</b><br/>104:22</p> <p><b>president (1)</b><br/>95:20</p> <p><b>pretty (5)</b><br/>39:8;65:12;88:14; 99:10;101:14</p> <p><b>prevent (2)</b><br/>75:9;79:23</p> <p><b>prevented (1)</b><br/>56:8</p> <p><b>prevention (2)</b><br/>75:2,16</p> <p><b>previous (4)</b><br/>51:5,5;74:25;75:2</p> <p><b>previously (6)</b><br/>32:3;45:17;77:11; 84:17;104:24;132:2</p> <p><b>primary (4)</b><br/>18:1;74:1;82:22; 88:1</p> <p><b>principal (3)</b><br/>58:4;112:23;113:2</p> <p><b>principals (4)</b><br/>16:10;18:2;57:2; 100:4</p> <p><b>principal's (1)</b><br/>134:17</p> <p><b>prior (3)</b><br/>13:18;92:22;97:17</p> <p><b>proactive (5)</b><br/>13:20;23:21;25:24; 26:1;42:18</p> <p><b>probably (7)</b><br/>13:7,17;22:4;23:14; 36:15;47:14;108:7</p> <p><b>probation (2)</b><br/>17:16;18:8</p> <p><b>probationary (1)</b><br/>13:12</p> <p><b>problem (10)</b><br/>19:2;30:23;52:1,9; 65:13,16,20;70:11; 75:12;126:2</p> <p><b>problems (4)</b><br/>27:2;64:23;70:1,16</p> <p><b>proceed (2)</b><br/>136:9,10</p> <p><b>process (10)</b><br/>15:8;45:19;51:8; 57:3;60:9;61:23;62:4; 63:21;71:21;84:25</p> <p><b>products (1)</b><br/>54:15</p> <p><b>professional (4)</b><br/>69:20;86:2;112:4,8</p> <p><b>proficiency (3)</b><br/>120:1,2,3</p> <p><b>proficient (2)</b><br/>99:10;119:23</p> <p><b>proficiently (1)</b><br/>98:4</p> <p><b>profound (1)</b><br/>5:9</p> <p><b>program (28)</b><br/>25:16;53:10,11,13, 16,24;56:23;57:10; 58:13,14;66:18;74:3; 76:6,8;77:22;78:22; 85:2,25;86:1,25; 89:12,13;112:23; 113:2;124:4,12;129:9; 130:6</p> <p><b>Programs (10)</b><br/>45:11;47:10;51:21; 102:8,10,13,15; 114:17,22;123:18</p> <p><b>progress (2)</b><br/>51:13;104:13</p> <p><b>promise (2)</b><br/>95:23;103:17</p> <p><b>promote (2)</b><br/>14:10;87:5</p> <p><b>promoting (3)</b><br/>15:3;74:5;75:4</p> <p><b>proper (1)</b><br/>98:9</p> <p><b>proposals (1)</b><br/>122:24</p> <p><b>proposed (4)</b><br/>122:13,17,18;132:1</p> <p><b>proposing (1)</b><br/>83:18</p> <p><b>proud (1)</b><br/>6:2</p> <p><b>provide (17)</b><br/>7:23;11:15;15:6,13; 19:15;22:17;23:24; 24:22;29:16;41:22; 45:25;57:15;60:13; 66:23;87:25;88:3,4</p> <p><b>provided (6)</b><br/>29:22;35:7,9;37:1; 51:4;105:4</p> <p><b>provides (1)</b><br/>121:6</p> <p><b>providing (14)</b><br/>23:9;25:1,11,14; 44:25;47:11;51:3; 56:19;58:19,20;67:6; 69:9;82:20;123:25</p> <p><b>provisional (6)</b><br/>53:14;84:11,13,13, 18,18</p> <p><b>public (20)</b><br/>5:12;19:14;29:15; 36:17;44:16;49:15; 110:3,21;111:15; 112:10;113:3,25;</p> | <p>114:17,23,24,24; 115:22;133:22;134:1; 135:4</p> <p><b>pull (3)</b><br/>9:20;24:17;64:14</p> <p><b>pulling (1)</b><br/>22:6</p> <p><b>pullout (1)</b><br/>101:7</p> <p><b>Purple (1)</b><br/>6:10</p> <p><b>purpose (3)</b><br/>13:10;46:21;123:22</p> <p><b>purview (2)</b><br/>12:22;64:5</p> <p><b>push (1)</b><br/>72:13</p> <p><b>put (22)</b><br/>11:9,25;20:18,24; 21:11;23:7;42:22; 52:20;68:1,18;72:18; 92:16;98:21;106:11; 117:25;121:1;124:16; 133:9;134:1,2,9,20</p> <p><b>puts (2)</b><br/>62:19;103:7</p> <p><b>putting (4)</b><br/>18:2;23:23;62:17; 99:8</p> |
| <b>Q</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <p><b>qualified (6)</b><br/>52:2,16;53:2;57:11; 65:23;82:21</p> <p><b>qualify (1)</b><br/>125:24</p> <p><b>quality (3)</b><br/>42:21;64:24;75:10</p> <p><b>quarterly (1)</b><br/>120:18</p> <p><b>quickly (2)</b><br/>65:13;130:4</p> <p><b>quite (5)</b><br/>22:9;74:20;98:2; 106:10;139:1</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <p><b>R</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <p><b>Randall (3)</b><br/>29:17;32:5;34:5</p> <p><b>RANKIN (37)</b><br/>8:18,20;28:14,16; 43:9,11;55:9,10;63:5, 13,18;81:2,4;82:4; 94:7,22,24;95:6; 107:6,8;109:9,10; 110:11,12;111:22,23; 113:11,12;114:5,6; 116:2,4,7;131:10,12; 133:16,17</p> <p><b>rate (2)</b><br/>33:9,10</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>rates (4)</b><br/>34:10,24,25;35:21</p> <p><b>rather (3)</b><br/>34:6;61:8;69:18</p> <p><b>ratio (5)</b><br/>122:20;124:19,20;<br/>127:20;128:8</p> <p><b>rationale (1)</b><br/>68:21</p> <p><b>ratios (2)</b><br/>122:19;128:16</p> <p><b>Ray (1)</b><br/>91:11</p> <p><b>re- (1)</b><br/>15:4</p> <p><b>reaching (1)</b><br/>54:25</p> <p><b>read (6)</b><br/>5:6;7:19;79:2;<br/>117:19;119:17,20</p> <p><b>Readiness (1)</b><br/>7:6</p> <p><b>reading (14)</b><br/>45:22;48:1,1;58:20,<br/>21,22;65:25,25;77:4;<br/>78:25;79:1;85:24;<br/>120:3;121:13</p> <p><b>ready (24)</b><br/>10:24;26:11;40:5;<br/>43:8;49:22;51:1;73:2;<br/>81:1;93:11;94:6;<br/>109:2;110:7,25;<br/>111:17;112:12;114:4;<br/>115:5;119:6;121:17;<br/>131:9;132:13;133:13;<br/>135:16;139:3</p> <p><b>realistically (1)</b><br/>68:5</p> <p><b>reality (2)</b><br/>37:23;78:5</p> <p><b>realized (2)</b><br/>11:25;86:8</p> <p><b>realizing (2)</b><br/>24:2;62:16</p> <p><b>really (53)</b><br/>13:21;14:4,16;15:4,<br/>7;18:20,22;21:13;<br/>22:25;23:21;26:19,20;<br/>28:3,8;31:7;47:2,19,<br/>25;48:3;51:8;64:21;<br/>66:8,19;69:14;75:8,<br/>11,14,14;76:22;77:7;<br/>78:9;96:16;97:4;98:6;<br/>99:18;100:4;101:3;<br/>102:12;103:3,25;<br/>104:23;105:7,14;<br/>106:4;118:18;120:20;<br/>123:17,20;126:8,16,<br/>20;128:10;137:10</p> <p><b>reason (7)</b><br/>27:21;28:3;29:18;<br/>32:13,21;65:4;79:3</p> <p><b>reasons (1)</b></p> | <p>124:1</p> <p><b>reassigned (1)</b><br/>19:19</p> <p><b>reauthorized (2)</b><br/>97:15,16</p> <p><b>receive (7)</b><br/>53:6,13,22;122:15;<br/>132:3,6;133:9</p> <p><b>received (11)</b><br/>29:5;54:5,7,14;<br/>84:14;95:18,19;<br/>116:22;123:1;132:7,9</p> <p><b>receiving (2)</b><br/>19:24;85:20</p> <p><b>recent (1)</b><br/>92:21</p> <p><b>reciprocity (1)</b><br/>84:25</p> <p><b>RECOGNITION (2)</b><br/>7:1;8:5</p> <p><b>recognitions (2)</b><br/>4:5,7</p> <p><b>recognize (2)</b><br/>6:4;75:13</p> <p><b>recognized (3)</b><br/>4:25;7:13;126:21</p> <p><b>recognizes (4)</b><br/>6:7;8:9,12,13</p> <p><b>recognizing (3)</b><br/>5:4;6:8;7:17</p> <p><b>recommend (1)</b><br/>43:5</p> <p><b>recommendation (10)</b><br/>25:21;26:9;27:12;<br/>28:8;42:14;59:10;<br/>60:2;63:22;64:2;<br/>135:17</p> <p><b>recommendations (1)</b><br/>11:16</p> <p><b>reconsider (1)</b><br/>76:24</p> <p><b>RECORD (8)</b><br/>9:5,6,12,13;42:2;<br/>79:8;80:17;82:10</p> <p><b>recovery (1)</b><br/>68:19</p> <p><b>recruit (1)</b><br/>22:11</p> <p><b>recruitment (13)</b><br/>51:11;59:15;60:5;<br/>61:11,12;64:12;66:5,<br/>17;70:9,14,20;71:16;<br/>87:8</p> <p><b>refer (2)</b><br/>15:21;117:18</p> <p><b>reference (1)</b><br/>68:20</p> <p><b>referenced (1)</b><br/>25:8</p> <p><b>reflective (1)</b><br/>105:3</p> <p><b>regard (1)</b><br/>82:19</p> | <p><b>regarding (2)</b><br/>122:13;123:3</p> <p><b>regards (8)</b><br/>83:6;85:5,24;86:2,<br/>7;87:5,9;88:21</p> <p><b>regular (1)</b><br/>22:8</p> <p><b>regularly (2)</b><br/>48:13;120:19</p> <p><b>reimbursed (2)</b><br/>130:13,14</p> <p><b>reimbursement (1)</b><br/>130:19</p> <p><b>related (8)</b><br/>5:16;14:3;29:21;<br/>32:2,3,9;33:3,3</p> <p><b>relationship (2)</b><br/>74:8;134:12</p> <p><b>released (1)</b><br/>135:3</p> <p><b>relies (1)</b><br/>12:25</p> <p><b>rely (1)</b><br/>68:24</p> <p><b>remainder (3)</b><br/>23:8,13;47:9</p> <p><b>remained (1)</b><br/>55:17</p> <p><b>remaining (2)</b><br/>32:7;48:23</p> <p><b>remark (1)</b><br/>35:20</p> <p><b>remember (4)</b><br/>17:25;63:7;119:20;<br/>121:12</p> <p><b>Renata (1)</b><br/>45:10</p> <p><b>renditions (1)</b><br/>133:8</p> <p><b>renew (1)</b><br/>61:5</p> <p><b>replacement (1)</b><br/>19:21</p> <p><b>report (5)</b><br/>63:14;80:9;121:3,6;<br/>134:18</p> <p><b>reports (1)</b><br/>72:16</p> <p><b>represent (1)</b><br/>138:23</p> <p><b>representative (1)</b><br/>134:6</p> <p><b>representing (1)</b><br/>82:15</p> <p><b>represents (1)</b><br/>7:7</p> <p><b>request (24)</b><br/>12:23;13:19;14:18;<br/>29:19;30:12;32:13;<br/>37:15;38:8;49:11;<br/>50:25;51:2;64:1;73:6;<br/>74:4,11;75:1,8;78:21;<br/>90:2;95:3;115:1,2,3;</p> | <p>116:23;120:7</p> <p><b>requested (8)</b><br/>7:16;9:20;14:1,6;<br/>38:19;64:4;72:15;<br/>108:22</p> <p><b>requesting (11)</b><br/>19:12;29:14;41:25;<br/>50:20,21,23;73:25;<br/>81:18;82:16;132:10;<br/>133:10</p> <p><b>requests (12)</b><br/>11:10,13,17;43:21;<br/>50:14,18;61:24;65:11;<br/>72:13;81:14,15;94:16</p> <p><b>require (5)</b><br/>13:3;36:11,12;<br/>106:1;130:1</p> <p><b>required (9)</b><br/>83:22;87:2;116:14,<br/>21,25;120:2;121:3;<br/>129:24,25</p> <p><b>requirement (8)</b><br/>70:3;96:19,25;<br/>98:18;104:17;105:20;<br/>129:16;134:19</p> <p><b>requirements (12)</b><br/>13:1;24:15,22;25:2,<br/>19;44:18;46:17;<br/>47:17;75:6;97:2;<br/>105:18;134:15</p> <p><b>requires (4)</b><br/>19:14;44:15;45:2;<br/>133:2</p> <p><b>research (1)</b><br/>48:3</p> <p><b>residency (5)</b><br/>61:15;74:7;78:21;<br/>79:21;83:25</p> <p><b>residents (1)</b><br/>79:6</p> <p><b>resign (1)</b><br/>41:18</p> <p><b>resignation (1)</b><br/>85:15</p> <p><b>resignations (1)</b><br/>54:5</p> <p><b>resigned (2)</b><br/>19:18;20:12</p> <p><b>resigning (1)</b><br/>85:14</p> <p><b>RESOLUTION (9)</b><br/>4:2;5:3,6;6:13;7:1,<br/>3,9,17,19</p> <p><b>resolutions (1)</b><br/>4:5</p> <p><b>RESOLVED (2)</b><br/>6:6;8:11</p> <p><b>resource (1)</b><br/>25:13</p> <p><b>resources (2)</b><br/>56:11;57:14</p> <p><b>respectively (2)</b><br/>34:11,24</p> | <p><b>response (2)</b><br/>69:3;104:19</p> <p><b>responses (1)</b><br/>122:24</p> <p><b>responsibilities (2)</b><br/>18:1;46:16</p> <p><b>responsibility (1)</b><br/>18:7</p> <p><b>rest (1)</b><br/>21:21</p> <p><b>restructure (1)</b><br/>24:24</p> <p><b>result (8)</b><br/>17:15;114:24;<br/>115:21,22;118:9;<br/>132:2,5;133:1</p> <p><b>results (1)</b><br/>85:4</p> <p><b>RESUSCITATION (2)</b><br/>114:17,22</p> <p><b>retain (1)</b><br/>64:15</p> <p><b>re-take (1)</b><br/>85:6</p> <p><b>retention (13)</b><br/>51:11;59:15,18;<br/>60:4;61:11,12;64:12;<br/>66:5,17,17;70:9;<br/>71:16;87:8</p> <p><b>retired (1)</b><br/>20:17</p> <p><b>return (2)</b><br/>122:20;129:25</p> <p><b>returning (1)</b><br/>84:7</p> <p><b>review (4)</b><br/>63:21;108:20;<br/>109:4,7</p> <p><b>reviewed (1)</b><br/>108:19</p> <p><b>revising (1)</b><br/>122:10</p> <p><b>revision (1)</b><br/>126:16</p> <p><b>right (98)</b><br/>6:23;8:24;10:9,24;<br/>23:2,5;27:7,25;28:10;<br/>29:6,9;32:1,10;38:15;<br/>40:2,15,19,23;42:4,7,<br/>13;43:6,20;44:5;<br/>48:18,19;49:18,21;<br/>50:12;54:18;55:6;<br/>60:5;68:25;70:25;<br/>71:12;73:1,17,22;<br/>74:21;75:17,19;78:18;<br/>81:25;82:11;85:5;<br/>89:2,5;92:17;93:7;<br/>94:5;95:1,11;96:2,3;<br/>99:16;103:11;106:14,<br/>16,19,22,24;107:1;<br/>109:14,17,21;112:12;<br/>116:1,5,13;117:22;<br/>118:11,13;119:5,15,</p> |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 16,20;121:17,25;<br>126:23;128:3,14;<br>130:10,16,24;131:8,<br>18,22;132:13;135:1,3;<br>136:5,14;137:3,8;<br>138:7,22;139:4,24                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>rural (2)</b><br>83:1;98:17                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 51:20;52:4,13;54:15;<br>57:18,21;58:4;73:5,<br>21,25;74:1,9;75:2;<br>76:21;77:1,23;78:5,9;<br>80:1;81:11,15,17,18;<br>82:16,17;83:13;84:7,<br>20,21;88:1,9,16,23,24;<br>94:10;99:22;101:15;<br>105:10,12;108:4,8,17;<br>116:15,21;117:1;<br>118:14;120:17;<br>124:15,24;125:6,8;<br>126:3,9;129:10,25;<br>132:2;133:2,4,5,22,<br>25;134:4,13,14,15,22                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 133:17;135:10;<br>136:19;139:11<br><b>Secretary (30)</b><br>4:9;26:11,22,24;<br>28:7;29:3;36:4;65:4,<br>16,22;78:20;82:13;<br>93:14,19,22;103:1,10;<br>104:19;120:11,14,23;<br>121:9,11;127:2,6,9;<br>130:13,15,17;138:10                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 5:20,24;7:25;24:23;<br>81:21;97:22<br><b>services (19)</b><br>19:15,24;22:17;<br>24:21,24;25:12,14;<br>34:14;35:9;44:25;<br>45:25;47:12;87:24;<br>88:2,5;124:6;125:17;<br>127:12,20<br><b>servicing (1)</b><br>5:9<br><b>session (4)</b><br>65:5;109:16;133:2;<br>134:11<br><b>set (8)</b><br>13:1;63:21;98:22;<br>113:22;114:19;<br>119:18;127:25;129:18<br><b>sets (1)</b><br>134:14<br><b>setting (1)</b><br>133:7<br><b>seven (3)</b><br>55:16,17;65:18<br><b>several (11)</b><br>11:10,10;24:13;<br>56:3;78:20;90:22;<br>123:13,17,18;124:7;<br>127:18<br><b>severe (1)</b><br>18:19<br><b>shaking (1)</b><br>92:5<br><b>shall (3)</b><br>19:14;29:16;44:16<br><b>share (5)</b><br>25:4;30:12;74:23;<br>78:6;127:25<br><b>sharing (3)</b><br>78:11;87:19;95:12<br><b>Sharon (1)</b><br>139:25<br><b>shift (1)</b><br>104:12<br><b>short (1)</b><br>80:2<br><b>shortages (1)</b><br>83:1<br><b>show (2)</b><br>35:22;70:2<br><b>showing (2)</b><br>30:22;71:24<br><b>shows (3)</b><br>23:20;37:11,12<br><b>side (3)</b><br>33:2;102:5,6<br><b>sided (1)</b><br>117:14<br><b>sides (1)</b><br>99:17<br><b>significant (2)</b><br>123:21;124:3<br><b>SILENCE (4)</b> |
| <b>rigorous (1)</b><br>39:2<br><b>Riley (2)</b><br>74:18;87:7<br><b>RISE (5)</b><br>45:24;58:21,23;<br>86:1,1<br><b>Rivers (2)</b><br>85:21;87:7<br><b>Robert (1)</b><br>51:23<br><b>robotics (1)</b><br>21:12<br><b>rocket (2)</b><br>21:13,15<br><b>role (2)</b><br>25:11;121:1<br><b>roles (1)</b><br>46:15<br><b>room (1)</b><br>51:22<br><b>rooms (1)</b><br>33:13<br><b>Ross (6)</b><br>96:8;103:1,21,24;<br>104:18;106:2<br><b>route (2)</b><br>14:7;85:11<br><b>row (1)</b><br>101:11<br><b>rule (1)</b><br>13:2<br><b>rules (89)</b><br>12:2,3,10,15,15;<br>14:3,5,14;19:16;<br>26:15;27:5,5;44:19,<br>21;109:19,23;110:2,6,<br>17,19,23;111:5,10,13,<br>20;112:3,7,21,25;<br>113:5,10,18,22,23;<br>114:1,3,9,15,19,20;<br>115:2,4,15,18,23,25;<br>116:8,14,20;117:15,<br>24;118:1,1,12,24;<br>119:16,18,19,21;<br>120:1,7;121:15;122:2,<br>7,8,10,11,23;124:13,<br>16;126:6;129:16;<br>131:5,19,24,24;132:1,<br>12,22,24,25;133:1,7,<br>12,22,23,24;134:9;<br>135:2<br><b>run (4)</b><br>20:8;21:19;36:11;<br>78:4<br><b>running (3)</b><br>12:17;31:7;33:9 | <b>S</b><br><b>sacrifices (1)</b><br>5:22<br><b>safe (2)</b><br>50:11;134:5<br><b>SAFETY (3)</b><br>133:22,25;134:4<br><b>salary (2)</b><br>83:12,13<br><b>Salas-Ford (13)</b><br>122:4,5,6;123:8,10;<br>131:4,22,22;132:24;<br>133:24;134:24;135:5,<br>13<br><b>salutes (2)</b><br>6:7;8:12<br><b>same (7)</b><br>21:7;52:9;63:2,2;<br>89:18;97:2;136:10<br><b>sampling (1)</b><br>39:5<br><b>sanctioned (1)</b><br>133:4<br><b>SARACINI (1)</b><br>60:6<br><b>Saracini's (1)</b><br>64:18<br><b>Sarah (2)</b><br>139:6,21<br><b>satisfy (1)</b><br>75:5<br><b>SAU (2)</b><br>53:11;58:13<br><b>Saum (6)</b><br>4:16,17,21,22,24;<br>6:25<br><b>save (1)</b><br>80:8<br><b>saw (2)</b><br>32:16;80:10<br><b>saying (10)</b><br>28:8;36:6;37:19;<br>46:23;56:11;62:21;<br>68:7,13,16;69:17<br><b>schedule (4)</b><br>21:24;83:12,13;<br>124:6<br><b>School (120)</b><br>4:19;5:12;10:1;<br>12:25;17:15,20,21,25;<br>18:3;19:6,8,12,14,22;<br>20:1,14;29:8,10,14,15,<br>18,18;31:6;32:6,7,8,<br>11,20;33:22;34:17;<br>36:18;40:22,24;41:3,<br>8,18;42:25;44:11,14,<br>16;45:1,2,11,17,21;<br>46:1;47:15,22;48:2,<br>23;50:15,19,22,24; | <b>school/high (1)</b><br>88:16<br><b>SCHOOL-BASED (2)</b><br>114:15,20<br><b>schools (21)</b><br>13:4;21:13;29:23;<br>31:6;38:3,25;74:2;<br>78:4,7;94:1;98:2,16,<br>17,25;101:1,6;102:16;<br>105:5;114:18,23;<br>134:5<br><b>science (14)</b><br>65:17;84:9,10;<br>85:24;98:24;99:7;<br>103:23;104:8,15;<br>105:11;106:9;107:13;<br>120:3;121:12<br><b>score (2)</b><br>85:7;92:21<br><b>scores (1)</b><br>92:21<br><b>se (1)</b><br>39:7<br><b>Second (47)</b><br>6:16;10:18;19:20,<br>24;28:17;32:15;<br>40:10;43:12,50:1,2;<br>73:10,11,12;76:10;<br>81:5;93:15;94:12;<br>95:5;99:4;100:18;<br>107:6,12,20;109:9;<br>110:11;111:2,22;<br>112:15;113:11;114:7,<br>8;115:9;116:2,4;<br>119:10;121:20,21;<br>131:13;132:16;<br>133:16;135:9;137:25;<br>138:1,2,3,8;139:10<br><b>Secondary (2)</b><br>4:11;76:19<br><b>seconded (25)</b><br>6:18;10:19;28:18;<br>40:11;43:13;50:3;<br>81:6;95:7;107:8,21;<br>109:10;110:12;111:4,<br>23;112:16;113:12;<br>115:10;116:7;119:11;<br>131:14;132:17; | <b>seek (2)</b><br>30:18;86:15<br><b>seeking (3)</b><br>41:3;44:14;45:14<br><b>seeded (1)</b><br>119:22<br><b>seems (1)</b><br>62:10<br><b>selection (1)</b><br>76:8<br><b>selfish (1)</b><br>102:6<br><b>selflessness (1)</b><br>5:9<br><b>semester (5)</b><br>19:20,24;76:2,11;<br>84:15<br><b>send (2)</b><br>71:17;122:10<br><b>seniors (1)</b><br>80:12<br><b>sense (2)</b><br>102:22;124:9<br><b>sent (2)</b><br>9:17;31:5<br><b>separate (3)</b><br>106:23;136:10;<br>137:2<br><b>separated (1)</b><br>8:1<br><b>separately (1)</b><br>136:25<br><b>September (1)</b><br>52:15<br><b>seriously (1)</b><br>23:22<br><b>serve (6)</b><br>5:19;24:20;97:16,<br>17;124:21;139:2<br><b>served (2)</b><br>28:24;68:10<br><b>serves (5)</b><br>4:19;7:4,9;1,2;<br>88:12<br><b>service (6)</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>42:6;59:4;78:15;<br/>89:4</p> <p><b>similar (1)</b><br/>34:17</p> <p><b>simply (1)</b><br/>105:21</p> <p><b>single (2)</b><br/>69:22;79:15</p> <p><b>sit (2)</b><br/>47:2;99:24</p> <p><b>sites (1)</b><br/>124:7</p> <p><b>situation (12)</b><br/>16:20;17:24;18:3;<br/>24:12;27:10;28:1;<br/>46:5;61:20;63:2,3;<br/>75:9;128:21</p> <p><b>situations (3)</b><br/>12:10,17;36:10</p> <p><b>six (3)</b><br/>99:20;120:21,24</p> <p><b>six-hour (2)</b><br/>99:16,24</p> <p><b>six-pack (1)</b><br/>131:6</p> <p><b>Size (4)</b><br/>13:5;41:5;124:13;<br/>128:17</p> <p><b>skeptical (1)</b><br/>124:8</p> <p><b>skill (1)</b><br/>77:4</p> <p><b>skills (10)</b><br/>48:3;98:1;99:12;<br/>101:9,11,13,19;104:3,<br/>6,9</p> <p><b>slots (1)</b><br/>66:14</p> <p><b>small (2)</b><br/>41:24;98:17</p> <p><b>smaller (1)</b><br/>127:20</p> <p><b>smart (1)</b><br/>58:4</p> <p><b>Smith (23)</b><br/>47:24;80:9;90:17,<br/>19;120:22;123:5,11,<br/>15;125:4,11;126:1;<br/>127:5,7,16;128:13;<br/>129:13;130:5,11,14,<br/>16,19,25;131:3</p> <p><b>snow (2)</b><br/>30:15;37:22</p> <p><b>social-emotional (1)</b><br/>128:11</p> <p><b>soft (1)</b><br/>121:12</p> <p><b>Soldier (1)</b><br/>7:6</p> <p><b>solution (2)</b><br/>21:22;28:2</p> <p><b>solutions (1)</b><br/>27:17</p> | <p><b>solve (1)</b><br/>27:2</p> <p><b>somebody (1)</b><br/>23:21</p> <p><b>someone (9)</b><br/>23:4,17;41:11;<br/>47:22;48:8;51:1;63:9;<br/>87:22;125:19</p> <p><b>sometimes (10)</b><br/>15:16;16:15;18:9,<br/>13,23;19:1;39:15;<br/>62:9;83:2;100:25</p> <p><b>somewhat (1)</b><br/>75:1</p> <p><b>somewhere (2)</b><br/>56:1;97:8</p> <p><b>soon (1)</b><br/>71:19</p> <p><b>sooner (2)</b><br/>26:5;69:8</p> <p><b>Sorry (8)</b><br/>6:19;39:23;41:4;<br/>59:7;64:8;82:7;116:3;<br/>118:24</p> <p><b>sort (3)</b><br/>71:15;75:7;82:9</p> <p><b>sought (1)</b><br/>44:23</p> <p><b>sounds (1)</b><br/>88:13</p> <p><b>source (1)</b><br/>5:19</p> <p><b>Southeast (2)</b><br/>20:15;25:9</p> <p><b>southwest (2)</b><br/>56:1;58:25</p> <p><b>space (2)</b><br/>103:2;104:12</p> <p><b>span (1)</b><br/>66:13</p> <p><b>SPANGLED (2)</b><br/>132:23;133:8</p> <p><b>speak (2)</b><br/>51:19;123:6</p> <p><b>speaking (2)</b><br/>62:11;86:19</p> <p><b>special (6)</b><br/>4:18,19;102:3;<br/>122:3,8;132:4</p> <p><b>Specialist (14)</b><br/>7:6;16:18;25:8,10;<br/>44:17;45:16,18;46:11,<br/>14,16;47:17;58:20;<br/>75:6;106:10</p> <p><b>specialists (5)</b><br/>16:13;18:21;48:2;<br/>66:17;85:21</p> <p><b>specialty (1)</b><br/>22:13</p> <p><b>specific (7)</b><br/>30:20;31:4;39:6;<br/>75:6;103:19;105:20;<br/>125:15</p> | <p><b>specifically (2)</b><br/>33:21;96:21</p> <p><b>spelled (1)</b><br/>96:21</p> <p><b>spent (1)</b><br/>62:6</p> <p><b>split (2)</b><br/>43:2;96:13</p> <p><b>spoke (2)</b><br/>32:15;33:25</p> <p><b>sporting (1)</b><br/>133:4</p> <p><b>spouse (8)</b><br/>4:7,18;7:1,15,17,22;<br/>8:5,14</p> <p><b>spouses (6)</b><br/>7:18,23;8:1,7,10,13</p> <p><b>spread (1)</b><br/>32:22</p> <p><b>SRO (2)</b><br/>134:14,16</p> <p><b>SROs (1)</b><br/>134:6</p> <p><b>Stacy (3)</b><br/>120:21;121:13;<br/>127:2</p> <p><b>staff (20)</b><br/>15:5;18:20;23:11;<br/>24:16;26:17;27:1;<br/>30:22;31:2,3;33:3,3;<br/>34:1,2;35:24;47:20;<br/>51:7;52:15,16;57:22;<br/>134:16</p> <p><b>stakeholder (2)</b><br/>49:3,5</p> <p><b>stand (2)</b><br/>91:5,11</p> <p><b>standard (24)</b><br/>12:24;13:12;14:6;<br/>16:4,17;17:14,20;<br/>22:9;42:19;44:15;<br/>45:15;46:10,23;47:5;<br/>48:7;49:4;53:7,15,22;<br/>54:15;55:16;58:14;<br/>84:14,20</p> <p><b>Standards (56)</b><br/>9:25;10:3,4;11:1,3;<br/>12:19,21;13:1,19;<br/>14:2,23;16:3,6,7,11,<br/>11,14;17:8,13,16;<br/>18:4,14;19:8,13;25:2;<br/>26:15,21;27:20,21;<br/>28:5;29:12;41:1,4;<br/>43:24;44:13;46:10,11,<br/>20;49:11;69:24;70:2,<br/>4;96:18;97:4,13;<br/>104:8,9,15;105:3,12,<br/>21;106:7;107:13;<br/>108:15;112:5,8</p> <p><b>STAR- (2)</b><br/>132:22;133:7</p> <p><b>Star-Spangled (2)</b><br/>132:25;133:3</p> | <p><b>start (12)</b><br/>11:23;48:13;52:4;<br/>57:24;60:9;64:22;<br/>84:6;102:8;104:21;<br/>128:9,16;137:8</p> <p><b>started (5)</b><br/>55:15;65:16;84:12;<br/>97:1;120:20</p> <p><b>starting (1)</b><br/>98:21</p> <p><b>state (24)</b><br/>5:1,3,12,14;6:7;<br/>7:14,16;8:8,12;12:8;<br/>18:16;19:16;28:4;<br/>44:18,21;51:24;52:6;<br/>53:18;54:24;82:14;<br/>84:24;124:18;133:6;<br/>136:4</p> <p><b>stated (4)</b><br/>20:12;32:4;33:15;<br/>45:14</p> <p><b>statement (1)</b><br/>105:5</p> <p><b>statements (1)</b><br/>105:13</p> <p><b>States (3)</b><br/>5:1;7:14;104:6</p> <p><b>Station (1)</b><br/>7:8</p> <p><b>stay (8)</b><br/>31:8,21;55:19;<br/>56:13;71:2,6,8;86:14</p> <p><b>stayed (1)</b><br/>55:23</p> <p><b>staying (2)</b><br/>20:14;34:21</p> <p><b>STEM (1)</b><br/>21:10</p> <p><b>step (2)</b><br/>84:4;105:3</p> <p><b>stepped (3)</b><br/>90:21,24;91:3</p> <p><b>stepping (1)</b><br/>95:23</p> <p><b>still (21)</b><br/>10:2;13:22;15:6;<br/>22:6;26:2;28:24;34:3;<br/>52:8;53:1;63:2;70:16;<br/>93:24;97:7;100:16;<br/>103:8;124:6;125:5,6;<br/>127:7,14,14</p> <p><b>stipend (1)</b><br/>25:5</p> <p><b>stop (2)</b><br/>109:16;139:25</p> <p><b>stores (1)</b><br/>83:11</p> <p><b>strategic (3)</b><br/>60:23;68:11,18</p> <p><b>strategically (2)</b><br/>60:21,25</p> <p><b>strategies (3)</b><br/>14:11;59:18;66:15</p> | <p><b>strategy (1)</b><br/>67:5</p> <p><b>strength (2)</b><br/>37:11;66:12</p> <p><b>strengthen (1)</b><br/>15:8</p> <p><b>stress (7)</b><br/>62:16,19,24;66:9,<br/>13;68:8,14</p> <p><b>stressed (1)</b><br/>104:2</p> <p><b>strong (5)</b><br/>26:8;27:11;36:14;<br/>39:11;47:20</p> <p><b>structure (3)</b><br/>124:16;126:6,17</p> <p><b>struggle (3)</b><br/>18:17;55:12;86:16</p> <p><b>struggles (1)</b><br/>12:13</p> <p><b>struggling (1)</b><br/>100:5</p> <p><b>student (24)</b><br/>13:22;14:9;31:2;<br/>41:7;42:3;72:7,7,11,<br/>19;77:10;122:2,8;<br/>124:2,23;125:4,5,7,20,<br/>23;129:19,21;130:1;<br/>131:20,25</p> <p><b>student- (1)</b><br/>29:16</p> <p><b>student/teacher (3)</b><br/>13:6;122:18,20</p> <p><b>students (52)</b><br/>13:20;15:6;19:19,<br/>23;22:17;26:2;28:24;<br/>34:12,15,22;35:3,5,8,<br/>21;41:23;42:1,20,23;<br/>44:25;45:21,25;47:12;<br/>48:4;54:1;58:2;77:20;<br/>78:8;79:10;87:25;<br/>88:7;96:19;97:24;<br/>98:3;100:24;101:1,11;<br/>102:5;105:23;115:16,<br/>20;123:21,23,24,25;<br/>124:9,20,22;127:21;<br/>128:2,20;129:15;<br/>130:8</p> <p><b>students' (3)</b><br/>31:1;125:15;128:22</p> <p><b>study (3)</b><br/>86:25;102:11,14</p> <p><b>stuff (1)</b><br/>26:11</p> <p><b>stumble (1)</b><br/>138:23</p> <p><b>sub (2)</b><br/>20:21;31:6</p> <p><b>subjects (1)</b><br/>22:13</p> <p><b>submit (4)</b><br/>66:11;92:22;127:4;<br/>129:17</p> |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>submitted (5)</b><br/>30:20;51:12;85:4,14;127:10</p> <p><b>submitting (1)</b><br/>59:16</p> <p><b>subs (1)</b><br/>41:20</p> <p><b>substantial (1)</b><br/>122:15</p> <p><b>substantially (1)</b><br/>124:18</p> <p><b>substantive (9)</b><br/>110:3,20;111:14;112:9;113:2;114:25;116:23;117:3;120:6</p> <p><b>substitute (2)</b><br/>33:6;41:21</p> <p><b>sub-test (2)</b><br/>85:3,6</p> <p><b>success (5)</b><br/>41:24;54:14;73:19;76:8;80:16</p> <p><b>successful (3)</b><br/>129:9,19,21</p> <p><b>sudden (1)</b><br/>98:8</p> <p><b>suffering (1)</b><br/>66:2</p> <p><b>suggest (2)</b><br/>24:14;136:11</p> <p><b>suggestions (1)</b><br/>25:17</p> <p><b>summer (7)</b><br/>26:16;45:20;51:12;53:12,13,21;58:13</p> <p><b>superintendent (15)</b><br/>18:3;20:18;30:9;51:21,23,23;68:20;74:16,18;81:22;90:21;25;91:12;93:13;95:21</p> <p><b>Superintendent/Federal (1)</b><br/>45:10</p> <p><b>superintendents (3)</b><br/>26:17;100:4;134:6</p> <p><b>superintendents' (1)</b><br/>18:7</p> <p><b>support (34)</b><br/>5:19;7:23;8:3;21:18;23:9,12;25:7,11;26:7;29:5;48:1;57:7,8,13,13;59:18;62:25;69:9;81:20;85:20;87:5,23;88:3;91:15,17;92:19;95:18,19,21;113:19,24;114:10;124:6;127:22</p> <p><b>Support/ (2)</b><br/>41:1;108:15</p> <p><b>Support/Charter (3)</b><br/>19:11;29:13;44:13</p> <p><b>supported (1)</b><br/>86:6</p> <p><b>supporting (1)</b></p> | <p>85:16</p> <p><b>supportive (1)</b><br/>30:17</p> <p><b>supports (9)</b><br/>14:20;23:7;56:24;60:11;66:16;67:6;71:8;87:25;125:16</p> <p><b>supposed (2)</b><br/>20:21;129:24</p> <p><b>SUPT (14)</b><br/>20:6,10;24:6;29:2,7;30:3,5,7;40:17;41:17;42:8,12;43:19;51:16</p> <p><b>sure (35)</b><br/>14:23;15:9;16:1;18:2;24:25;25:18;26:6;28:24;33:12;34:5,11,14,21;35:2,3,6;36:22;39:10;41:17;42:20;64:24;68:22;71:25;80:20;82:10;87:9;89:7;90:5,8;92:23;93:3;96:14;101:17;117:15;126:25</p> <p><b>surge (1)</b><br/>32:16</p> <p><b>surrounding (1)</b><br/>56:9</p> <p><b>Sutherland (23)</b><br/>19:9,10,10,25;20:4,12;29:11,11;32:4;40:25,25;41:10,13,15;44:12,12;45:6;47:7;89:17;108:10,14,14;109:14</p> <p><b>SUTTON (36)</b><br/>6:16,18,19;8:17,20;40:10,11;73:11,13;110:8,10;111:1,3;112:13,14;115:9,10;117:2,7,11,22;118:3,6,11,13,21;119:3,4,7,9;132:16,17;138:2,4,7,9</p> <p><b>swapping (1)</b><br/>21:5</p> <p><b>systemically (1)</b><br/>61:16</p> <p><b>Systems (5)</b><br/>19:10;29:12;41:1;44:13;108:15</p> | <p>69:24;100:17;127:24;139:20,22</p> <p><b>talked (2)</b><br/>47:24;58:6</p> <p><b>talking (7)</b><br/>51:6;58:7;91:9,16;123:16;125:18,21</p> <p><b>TANKERSLEY (4)</b><br/>41:17;42:8,12;43:19</p> <p><b>tapped (1)</b><br/>23:11</p> <p><b>targeted (3)</b><br/>37:23;38:3,6</p> <p><b>task (1)</b><br/>24:18</p> <p><b>tasked (1)</b><br/>18:6</p> <p><b>taught (4)</b><br/>98:10;105:16,16;128:8</p> <p><b>teach (10)</b><br/>20:19;66:18;98:9;99:6;100:1;101:11;102:21;105:22;106:1,12</p> <p><b>Teacher (64)</b><br/>4:17,18;16:16;19:18;20:12,17;21:2,7;22:19;24:17;25:6;29:17;41:18;42:2,8,11;43:1;46:6,9,12;50:22;53:12;58:6;61:15;69:1;70:9,14,20;71:16;74:2,5,7;75:16;76:1,6,9,12;78:20;79:8;80:17,17;81:16;83:1,8,19,23,23,24;84:12,16;85:1,17,18;86:22;89:7;92:20;93:2;94:19;95:3;98:10,23;99:5,23;138:25</p> <p><b>teachers (89)</b><br/>14:12;15:1,4;16:9,12;18:17;21:3;22:8,11;23:9;33:7,12;34:21;35:24;41:21;51:3;52:2,5,12,17,20;53:1,3;54:10,21;56:22,24;57:8,12,18;58:19,21;59:19;62:15;64:14,15,24;65:24;66:3;67:25;68:1,3;71:2,5;75:4;77:3,15,16;79:5,5;82:20,21,23,24;83:3,17,19;84:2,7,9,22,23;85:9,12,16,17,22,22;86:4,5,10,11,17;87:6,9;88:14,17,22;98:19,19;99:7,19;100:5;102:1,18;106:5,11;112:9;</p> | <p>134:6</p> <p><b>teaching (15)</b><br/>24:18;42:21;56:25;57:3,15;65:25;74:1;80:12,21;99:10,22;102:14;104:6;112:4,8</p> <p><b>team (18)</b><br/>15:7;21:12,13;27:1,15;30:16;37:8;65:9;90:15;91:6;92:15;100:12;103:25;104:14;108:20;120:16,25;121:1</p> <p><b>Technical (4)</b><br/>96:9,20;97:12;102:6</p> <p><b>Technically (1)</b><br/>103:12</p> <p><b>technologies (1)</b><br/>103:6</p> <p><b>technology (3)</b><br/>33:23;34:19;108:24</p> <p><b>template (1)</b><br/>71:17</p> <p><b>tendency (1)</b><br/>63:15</p> <p><b>terms (1)</b><br/>51:3</p> <p><b>test (5)</b><br/>53:10;84:9,10;85:6;92:20</p> <p><b>tested (1)</b><br/>21:4</p> <p><b>testing (2)</b><br/>21:22,24</p> <p><b>tests (1)</b><br/>53:21</p> <p><b>thanks (1)</b><br/>129:3</p> <p><b>that'll (1)</b><br/>47:16</p> <p><b>them-self (1)</b><br/>28:1</p> <p><b>theoretical (1)</b><br/>78:10</p> <p><b>THEREFORE (6)</b><br/>6:6;8:11;17:22;42:22;79:7,9</p> <p><b>thinking (14)</b><br/>12:18;13:8,9,13,23;15:5,13,23;51:2;63:13;64:19,22;72:1;128:16</p> <p><b>third (1)</b><br/>32:25</p> <p><b>though (13)</b><br/>14:4;15:2;16:17;34:8;38:5;46:10;62:24;69:7;70:15;71:7;108:6;117:3;127:11</p> <p><b>thought (4)</b><br/>20:20;47:1;87:4;</p> | <p>126:24</p> <p><b>thousand (1)</b><br/>62:6</p> <p><b>three (43)</b><br/>4:13;14:13,17;32:7;33:17;47:15;53:8;54:7,8,19;59:13,15,22;60:3,17,19,25;61:7,8;62:17,18;63:9,15;66:21;67:4,19,20,22;68:10,13,20;69:4,7,19;70:10;73:6,9;77:21;84:7;94:11;95:4;127:23;138:4</p> <p><b>three-year (5)</b><br/>61:10,12;66:13,25;71:16</p> <p><b>throughout (1)</b><br/>68:5</p> <p><b>throughs (1)</b><br/>57:5</p> <p><b>throw (1)</b><br/>26:11</p> <p><b>thumb (1)</b><br/>104:13</p> <p><b>Thursday (1)</b><br/>77:19</p> <p><b>thus (1)</b><br/>113:25</p> <p><b>tiel (3)</b><br/>102:18;128:25,25</p> <p><b>till (1)</b><br/>67:1</p> <p><b>timeframe (1)</b><br/>68:12</p> <p><b>timeline (1)</b><br/>20:8</p> <p><b>times (6)</b><br/>11:12;17:19;57:6;62:6;101:8;128:22</p> <p><b>timing (1)</b><br/>27:4</p> <p><b>tired (1)</b><br/>126:3</p> <p><b>to-1 (1)</b><br/>128:8</p> <p><b>today (15)</b><br/>12:18;15:14;26:4;30:11,18;48:6;52:7;56:18;69:23;77:19,23;87:19;93:8;135:24;136:2</p> <p><b>together (7)</b><br/>11:9;12:1;66:19;68:18;117:14;134:2,9</p> <p><b>told (1)</b><br/>80:15</p> <p><b>took (6)</b><br/>26:15;30:14;32:11;92:20;105:3;120:25</p> <p><b>tools (2)</b><br/>33:23;34:20</p> <p><b>total (2)</b></p> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>T</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <p><b>table (1)</b><br/>62:22</p> <p><b>tag (1)</b><br/>104:21</p> <p><b>talented (3)</b><br/>19:15;24:10;75:7</p> <p><b>talk (11)</b><br/>16:21;20:13;23:7;36:5;47:13;56:21;</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>32:8,24<br/> <b>touch (1)</b><br/>         34:21<br/> <b>tough (1)</b><br/>         62:15<br/> <b>toward (2)</b><br/>         53:14,23<br/> <b>towards (2)</b><br/>         102:13;128:9<br/> <b>track (1)</b><br/>         31:14<br/> <b>tracked (2)</b><br/>         34:25;35:6<br/> <b>trained (1)</b><br/>         103:4<br/> <b>training (10)</b><br/>         58:21;77:4;85:18;<br/>         99:16,19;116:15,21;<br/>         117:1;118:7;134:15<br/> <b>transitioning (1)</b><br/>         48:4<br/> <b>transitions (1)</b><br/>         5:16<br/> <b>transmission (1)</b><br/>         32:22<br/> <b>travel (1)</b><br/>         83:9<br/> <b>TREECE (9)</b><br/>         74:15,15,24;75:25;<br/>         76:4,18;77:12,14,17<br/> <b>tremendously (1)</b><br/>         29:4<br/> <b>trickier (1)</b><br/>         38:13<br/> <b>tried (4)</b><br/>         20:13;33:11;66:8;<br/>         124:16<br/> <b>try (9)</b><br/>         15:21;20:20;22:16;<br/>         43:3;57:5;82:8;<br/>         101:19;123:2;129:1<br/> <b>trying (22)</b><br/>         12:13;13:20;14:18;<br/>         20:11;21:1;23:4;<br/>         25:24;27:15,17;42:18;<br/>         45:20,24;54:3;66:19;<br/>         67:5,18;86:11;87:5,9;<br/>         100:5,6;126:17<br/> <b>tune (1)</b><br/>         60:12<br/> <b>turn (2)</b><br/>         4:14;103:18<br/> <b>turned (3)</b><br/>         35:4,6;89:17<br/> <b>turnover (2)</b><br/>         57:23;66:1<br/> <b>tutoring (4)</b><br/>         52:21;53:18,19;<br/>         57:13<br/> <b>Twitter (1)</b><br/>         104:21<br/> <b>two (40)</b><br/>         29:20,23;30:19;</p> | <p>32:4,5,19,19;33:2,16,<br/>         19,20;36:9,10,23;<br/>         37:3,18;38:13,14,25;<br/>         39:5;42:1;53:6;54:14;<br/>         55:17;69:5;76:4;<br/>         80:16;85:10,13;86:14;<br/>         88:20;94:16;100:8;<br/>         103:2,15;105:14;<br/>         106:23;116:18;<br/>         117:14;134:10<br/> <b>two- (2)</b><br/>         32:21;117:13<br/> <b>two-space (1)</b><br/>         103:16<br/> <b>type (7)</b><br/>         23:22;28:4;72:11;<br/>         79:24;98:3,9;124:12<br/> <b>types (7)</b><br/>         11:13;13:23;15:18;<br/>         126:10;127:18;132:8;<br/>         133:7<br/> <b>typewriter (2)</b><br/>         99:14,14<br/> <b>typewriting (1)</b><br/>         103:8<br/> <b>typically (4)</b><br/>         17:10;76:2;102:14,<br/>         18<br/> <b>typing (2)</b><br/>         100:24;101:2</p> | <p>99:13<br/> <b>under-served (2)</b><br/>         68:3,9<br/> <b>understands (1)</b><br/>         96:15<br/> <b>unexpected (1)</b><br/>         29:21<br/> <b>unexpectedly (1)</b><br/>         41:18<br/> <b>unique (2)</b><br/>         5:15;36:9<br/> <b>United (2)</b><br/>         4:25;7:14<br/> <b>university (2)</b><br/>         22:23;75:23<br/> <b>unprepared (1)</b><br/>         66:2<br/> <b>up (37)</b><br/>         4:6;10:12;12:12;<br/>         21:16;29:9;30:22;<br/>         33:8;36:16,21;37:5,<br/>         13;44:7;47:7;53:5;<br/>         56:1;60:6;63:21,24;<br/>         70:2;78:21;81:14;<br/>         86:9;89:20;91:5,11;<br/>         96:12;102:18;109:24;<br/>         112:24;113:20;<br/>         117:10,16;119:3;<br/>         123:4;127:25;128:22;<br/>         131:5</p> | <p><b>value (1)</b><br/>         61:8<br/> <b>variety (2)</b><br/>         33:22;34:19<br/> <b>various (1)</b><br/>         6:3<br/> <b>verify (1)</b><br/>         101:14<br/> <b>verses (5)</b><br/>         57:18;60:20;66:21;<br/>         68:10;99:3<br/> <b>version (1)</b><br/>         126:4<br/> <b>versions (1)</b><br/>         99:15<br/> <b>veterans (1)</b><br/>         4:10<br/> <b>VII (1)</b><br/>         11:1<br/> <b>VI2 (1)</b><br/>         50:14<br/> <b>VI2d (1)</b><br/>         9:22<br/> <b>VI3 (1)</b><br/>         96:4<br/> <b>VI5 (1)</b><br/>         108:3<br/> <b>viable (2)</b><br/>         13:15;23:14<br/> <b>vice (5)</b><br/>         7:4;135:14,20;<br/>         139:3,7<br/> <b>video (1)</b><br/>         34:20<br/> <b>viewpoint (1)</b><br/>         39:14<br/> <b>VII1 (1)</b><br/>         109:19<br/> <b>VII10 (1)</b><br/>         119:16<br/> <b>VII11 (1)</b><br/>         122:2<br/> <b>VII12 (1)</b><br/>         131:19<br/> <b>VII13 (1)</b><br/>         132:22<br/> <b>VII14 (1)</b><br/>         133:22<br/> <b>VII2 (1)</b><br/>         110:17<br/> <b>VII3 (1)</b><br/>         111:10<br/> <b>VII4 (1)</b><br/>         112:3<br/> <b>VII5 (1)</b><br/>         112:21<br/> <b>VII6 (1)</b><br/>         113:18<br/> <b>VII7 (1)</b><br/>         114:15<br/> <b>VII8 (1)</b><br/>         115:15<br/> <b>VII9 (1)</b></p> | <p>116:14<br/> <b>violation (7)</b><br/>         13:12;14:6,24;18:4,<br/>         8;46:23;104:7<br/> <b>virtual (4)</b><br/>         33:9;39:12;125:19,<br/>         23<br/> <b>virtually (5)</b><br/>         33:16,18;34:1,8,18<br/> <b>visit (1)</b><br/>         81:22<br/> <b>visited (2)</b><br/>         92:14;124:7<br/> <b>visiting (1)</b><br/>         124:8<br/> <b>visual (4)</b><br/>         16:25;115:15,19;<br/>         116:9<br/> <b>vital (2)</b><br/>         7:23;82:19<br/> <b>voice (2)</b><br/>         63:3;138:9<br/> <b>volunteered (1)</b><br/>         31:5<br/> <b>vote (7)</b><br/>         36:8;94:3;100:14;<br/>         136:12;138:9,19;<br/>         139:1<br/> <b>voted (1)</b><br/>         43:25</p>                                                                                                                                                                                                                                                                                |
| <b>U</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <p><b>Up! (1)</b><br/>         6:10<br/> <b>update (2)</b><br/>         72:17;104:23<br/> <b>updated (3)</b><br/>         12:2,3,16<br/> <b>updates (1)</b><br/>         26:14<br/> <b>updating (1)</b><br/>         14:16<br/> <b>uphold (1)</b><br/>         42:19<br/> <b>upon (2)</b><br/>         86:25;99:20<br/> <b>use (6)</b><br/>         39:2,18;51:5;97:10;<br/>         119:23;127:9<br/> <b>used (4)</b><br/>         29:20;32:8;38:10;<br/>         77:16<br/> <b>using (1)</b><br/>         33:23<br/> <b>usually (2)</b><br/>         127:19;134:8<br/> <b>utilization (1)</b><br/>         34:13<br/> <b>utilize (1)</b><br/>         15:5<br/> <b>utilized (2)</b><br/>         31:25;34:1</p>                                                                                           | <p><b>U</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <b>W</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <p><b>UAFS (6)</b><br/>         74:4,4,18;75:15;<br/>         76:24;77:20<br/> <b>Uh (1)</b><br/>         89:16<br/> <b>ultimately (2)</b><br/>         66:22;99:8<br/> <b>UNANIMOUS (31)</b><br/>         6:21;8:19,22;10:22;<br/>         28:20;40:13;43:15;<br/>         50:5;73:15;81:8;95:9;<br/>         107:10,23;109:12;<br/>         110:14;111:7,25;<br/>         112:18;113:14;<br/>         114:12;115:12;<br/>         116:11;119:13;<br/>         121:23;131:16;<br/>         132:19;133:19;<br/>         135:12;136:21;<br/>         138:20;139:13<br/> <b>under (24)</b><br/>         16:16;18:10;44:20,<br/>         23;46:18,22;52:14,18;<br/>         58:9;62:17,24;66:10,<br/>         14;68:12;83:19;84:8,<br/>         16,22;85:12,23;86:5,<br/>         24;90:23;135:15<br/> <b>under- (1)</b><br/>         68:9<br/> <b>undergrad (1)</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <p><b>U</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <p><b>V</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <p><b>W</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <p><b>waiver (90)</b><br/>         9:22,25;10:3,5;<br/>         11:10,13,16;12:21;<br/>         13:9,11,19;14:5,18,22,<br/>         25;16:16,17;17:8,9;<br/>         19:9,13;22:20;28:14,<br/>         16;29:15,19;30:12,18;<br/>         40:7,41:4;43:24;<br/>         44:14,23;45:2,14;<br/>         46:6,8,13,19,22;47:5;<br/>         49:2,23,25;50:20,21,<br/>         23,25;51:9,25;52:6,7,<br/>         14,18,19;54:5;60:19;<br/>         64:10,11;66:2;70:17,<br/>         21;72:5,13;73:6,8,25;<br/>         74:4;75:1;79:4,11;<br/>         81:4,14,16,18;83:19;<br/>         84:8,17,22;85:12,23;<br/>         86:5,24;87:12;90:2,<br/>         24;94:8,10,16;95:2<br/> <b>WAIVERS (42)</b><br/>         11:1,3;12:7,22,24;<br/>         13:23;14:1,1,8;15:18;<br/>         18:11,12;43:22;45:19;<br/>         49:11;50:14,17;51:5;<br/>         55:15;59:24;60:10;<br/>         61:19;64:22;65:1,12;<br/>         67:13;69:22,25;70:23;<br/>         71:23;74:25;78:21;<br/>         79:17;82:17,18;88:22;</p> |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>94:21,22,24;123:19;<br/>124:13,14<br/><b>waiving (4)</b><br/>14:3;36:24;124:13,<br/>14<br/><b>walk (2)</b><br/>77:24;129:7<br/><b>walk- (1)</b><br/>57:4<br/><b>walking (1)</b><br/>91:18<br/><b>wants (2)</b><br/>11:7;56:5<br/><b>way (18)</b><br/>8:6;15:3;16:10;<br/>23:23;26:18;28:7;<br/>46:19;63:19,24;65:6;<br/>67:18;77:8;89:20;<br/>98:9;104:10;119:21;<br/>129:14;139:23<br/><b>ways (6)</b><br/>17:17;24:14,23;<br/>25:18;64:23;77:4<br/><b>weakness (1)</b><br/>37:10<br/><b>weather (5)</b><br/>29:22;32:3;36:20;<br/>38:5,7<br/><b>week (3)</b><br/>80:10,10;133:5<br/><b>weird (1)</b><br/>137:10<br/><b>Welcome (8)</b><br/>20:5;30:1;45:12;<br/>74:21;82:12;87:20;<br/>95:14;109:21<br/><b>weren't (6)</b><br/>12:9;18:2;26:19;<br/>63:10;117:3;118:8<br/><b>what's (5)</b><br/>62:1;68:25,25;<br/>96:15,23<br/><b>whenever (1)</b><br/>10:8<br/><b>WHEREAS (12)</b><br/>5:8,11,13,15,18,21;<br/>6:1;7:21,23;8:1,5,8<br/><b>where's (1)</b><br/>88:17<br/><b>White (9)</b><br/>96:6,8,8;101:3,17,<br/>23;103:3,12,18<br/><b>whole (2)</b><br/>9:1;30:16<br/><b>who's (4)</b><br/>23:17;84:16;85:1,<br/>11<br/><b>WILLIAMS (18)</b><br/>82:13;87:20;88:2,7,<br/>10,12,19;89:11,16;<br/>90:21;91:8,22;92:18;<br/>93:14;94:2,95:14,16,<br/>25</p> | <p><b>willing (4)</b><br/>22:1,19;98:20;<br/>135:25<br/><b>Windle (1)</b><br/>9:17<br/><b>window (2)</b><br/>78:3;99:3<br/><b>wise (1)</b><br/>44:9<br/><b>wish (2)</b><br/>25:22;73:19<br/><b>witch (1)</b><br/>21:5<br/><b>within (13)</b><br/>12:22;17:13;32:14,<br/>23;35:11;37:18;<br/>48:15;64:5;83:7;97:3,<br/>9;126:11;129:16<br/><b>without (3)</b><br/>21:17;67:10;79:15<br/><b>women (1)</b><br/>7:24<br/><b>WOODS (22)</b><br/>10:18,20;15:25;<br/>16:5,8,19,22,25;111:2,<br/>4;112:15,16;131:13,<br/>14;135:7,8;137:18,21,<br/>23;138:1;139:5,9<br/><b>word (1)</b><br/>39:2<br/><b>words (1)</b><br/>138:24<br/><b>work (39)</b><br/>5:13;18:6;22:16;<br/>34:4;35:1,3,6,24;<br/>47:13;48:7,9,14,16;<br/>53:14,25;54:1,2,19;<br/>58:25;61:15;62:10,23;<br/>65:7,8;66:24;68:12;<br/>71:21;89:7,19;90:12;<br/>91:14;92:7,10,24;<br/>100:16;104:14;106:2;<br/>108:2;134:3<br/><b>work-based (1)</b><br/>74:6<br/><b>worked (9)</b><br/>11:17;35:4,5;52:20;<br/>70:20;81:19;91:7;<br/>116:6;134:9<br/><b>workforce (1)</b><br/>71:25<br/><b>working (27)</b><br/>14:15;15:7;44:20;<br/>53:4,8,23;54:17;<br/>56:20,22;67:3,8;<br/>70:13,15,24;74:4,8;<br/>79:20;85:21,23;87:6;<br/>89:8;90:15;92:3;<br/>98:13;105:1;120:15;<br/>124:23<br/><b>works (4)</b><br/>58:23;76:9;91:6;<br/>101:25</p> | <p><b>world (1)</b><br/>97:19<br/><b>wrap (1)</b><br/>81:14<br/><b>wraparound (2)</b><br/>125:16;127:20<br/><b>wrap-around (1)</b><br/>124:6<br/><b>Wright (6)</b><br/>7:4,5,10,11,13;9:4<br/><b>write (1)</b><br/>47:19<br/><b>written (2)</b><br/>119:22;139:24<br/><b>wrong (1)</b><br/>68:25<br/><b>wrote (1)</b><br/>56:22</p> <p style="text-align: center;"><b>X</b></p> <p><b>X-number (1)</b><br/>70:17</p> <p style="text-align: center;"><b>Y</b></p> <p><b>y'all (31)</b><br/>8:25;26:25,25;27:5,<br/>5;35:24;36:18,23;<br/>37:9;56:20,22;58:19,<br/>19,20;62:5;63:7;66:6;<br/>71:17;90:12;92:4,13;<br/>94:3;105:7;107:25;<br/>108:1;131:5;138:17,<br/>18,22,23;139:18<br/><b>Year (66)</b><br/>4:17,25;7:13;10:1;<br/>11:12;12:25;17:20,22;<br/>19:22;21:2,8,21,23;<br/>23:8,13,18,18;24:3;<br/>31:16;41:8,19;42:9,<br/>11,25;43:2;45:3,5,6,<br/>17;47:9;48:11,17,23;<br/>50:24;52:18,19,23;<br/>53:7,8;56:5;58:1,8;<br/>66:5,11;67:2;68:17,<br/>17;69:23;73:19;<br/>75:23;77:21;81:18;<br/>82:18;84:7,21,21;<br/>85:13;88:23;91:20;<br/>100:2;118:17;130:9,9,<br/>15;135:20,21<br/><b>year- (1)</b><br/>63:14<br/><b>year-long (2)</b><br/>76:3,6<br/><b>years (49)</b><br/>51:24;52:8;58:8;<br/>59:13,13,15,22;60:3,<br/>17,18,19,20,25;61:1,7;<br/>62:17,19,19;63:6,9,<br/>14;64:3,20;65:18;<br/>67:4,22;68:10,11,14;</p> | <p>69:4,4,5,7,19;70:3,5,6,<br/>10,17;73:6,9;76:21;<br/>82:2;86:14;94:11;<br/>95:4;123:18;124:4;<br/>138:4<br/><b>year's (1)</b><br/>130:18</p> <p style="text-align: center;"><b>Z</b></p> <p><b>Zoom (3)</b><br/>33:24;51:15;74:10</p> <p style="text-align: center;"><b>1</b></p> <p><b>1 (3)</b><br/>41:6;45:15;115:20<br/><b>1- (1)</b><br/>30:18<br/><b>1:00 (2)</b><br/>109:17,17<br/><b>1:10 (1)</b><br/>109:18<br/><b>1:39 (1)</b><br/>140:7<br/><b>1:50 (1)</b><br/>140:2<br/><b>10 (6)</b><br/>29:20;32:5;70:13,<br/>14;128:23;140:3<br/><b>100% (1)</b><br/>31:16<br/><b>10-minute (1)</b><br/>140:3<br/><b>10th (2)</b><br/>33:7,10<br/><b>10-till (1)</b><br/>140:2<br/><b>11 (2)</b><br/>34:9,23<br/><b>11th (2)</b><br/>33:8,10<br/><b>12 (4)</b><br/>34:9,23;97:15;<br/>128:8<br/><b>12- (1)</b><br/>19:18<br/><b>12:16 (1)</b><br/>109:18<br/><b>1240 (52)</b><br/>9:22;10:3,5;12:1,3,<br/>7,20;13:25;14:7,8,14,<br/>18;16:16;18:12;<br/>26:15;27:5;43:21;<br/>44:4;46:8,22,24;49:2;<br/>50:14,18;51:25;52:19,<br/>25;57:10;58:9;60:10;<br/>64:10,11,22;65:1;<br/>66:2;69:22;72:5,18;<br/>73:5,8;81:14;82:17;<br/>83:19;84:8,16,22;<br/>85:23;86:24;88:16,22;<br/>95:2;96:3</p> | <p><b>12th (1)</b><br/>33:24<br/><b>13 (2)</b><br/>41:25;128:8<br/><b>13,000 (1)</b><br/>5:8<br/><b>14 (3)</b><br/>55:15,16;128:9<br/><b>14th (1)</b><br/>33:25<br/><b>15 (2)</b><br/>70:20;128:9<br/><b>15- (1)</b><br/>128:7<br/><b>178 (3)</b><br/>13:6;29:16;36:25<br/><b>1-8 (1)</b><br/>115:17<br/><b>1-A4.1 (1)</b><br/>29:15<br/><b>1-A5 (1)</b><br/>41:5<br/><b>1st (4)</b><br/>60:8,8;67:1;128:18</p> <p style="text-align: center;"><b>2</b></p> <p><b>2:00 (2)</b><br/>140:1,2<br/><b>20 (1)</b><br/>56:14<br/><b>2018 (2)</b><br/>97:15,16<br/><b>2020 (5)</b><br/>12:2,3,4,16;26:16<br/><b>2021 (2)</b><br/>10:1;133:2<br/><b>2021-2022 (2)</b><br/>10:1;45:2<br/><b>2022 (4)</b><br/>4:17;6:9,10;8:13<br/><b>2022- (1)</b><br/>19:21<br/><b>2022-2023 (1)</b><br/>41:8<br/><b>2023 (1)</b><br/>19:22<br/><b>2026-27 (1)</b><br/>50:24<br/><b>2027 (1)</b><br/>108:25<br/><b>21-22 (1)</b><br/>84:21<br/><b>22 (1)</b><br/>6:10<br/><b>24-25 (2)</b><br/>81:18;82:17<br/><b>25 (2)</b><br/>22:5;128:19<br/><b>26 (2)</b><br/>42:1;50:23<br/><b>2-G1 (1)</b><br/>19:13</p> |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|



|                                                                                                                                                                                                                                                                              |                                                                                                                        |  |  |  |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|--|--|--|
| <p><b>2nd (4)</b><br/>41:6,24;42:2;<br/>128:18</p>                                                                                                                                                                                                                           | <p><b>7</b></p>                                                                                                        |  |  |  |
| <p><b>3</b></p>                                                                                                                                                                                                                                                              | <p><b>7 (5)</b><br/>98:7,13;99:3;<br/>104:25;105:9</p>                                                                 |  |  |  |
| <p><b>3 (1)</b><br/>86:1<br/><b>30 (3)</b><br/>56:14;61:24;108:25<br/><b>303 (1)</b><br/>32:24<br/><b>31-2021 (1)</b><br/>19:19<br/><b>350 (1)</b><br/>90:23<br/><b>3rd (2)</b><br/>41:17;98:2</p>                                                                           | <p><b>7- (1)</b><br/>97:14<br/><b>7.03.1.3 (1)</b><br/>117:19<br/><b>7-12 (1)</b><br/>97:18</p>                        |  |  |  |
| <p><b>4</b></p>                                                                                                                                                                                                                                                              | <p><b>8</b></p>                                                                                                        |  |  |  |
| <p><b>40 (1)</b><br/>56:14<br/><b>4-6 (2)</b><br/>22:5;24:25<br/><b>4-F1 (3)</b><br/>44:15;45:15;47:6</p>                                                                                                                                                                    | <p><b>8 (7)</b><br/>98:8,14;99:2,3;<br/>104:25;105:9;115:20<br/><b>88% (1)</b><br/>34:10</p>                           |  |  |  |
| <p><b>5</b></p>                                                                                                                                                                                                                                                              | <p><b>9</b></p>                                                                                                        |  |  |  |
| <p><b>5 (5)</b><br/>97:22;99:2;123:7;<br/>125:1;128:24<br/><b>50% (1)</b><br/>124:24<br/><b>512 (1)</b><br/>106:3<br/><b>5-12 (1)</b><br/>97:17<br/><b>528 (1)</b><br/>106:3<br/><b>55% (1)</b><br/>33:9<br/><b>5-8 (1)</b><br/>96:19<br/><b>5th (2)</b><br/>102:2;104:7</p> | <p><b>909 (1)</b><br/>132:5<br/><b>94% (1)</b><br/>34:23<br/><b>95% (1)</b><br/>34:10<br/><b>97% (1)</b><br/>34:23</p> |  |  |  |
| <p><b>6</b></p>                                                                                                                                                                                                                                                              |                                                                                                                        |  |  |  |
| <p><b>6 (4)</b><br/>12:2,3,4;86:1<br/><b>6,100 (1)</b><br/>5:11<br/><b>60 (2)</b><br/>77:20;78:4<br/><b>6-12 (1)</b><br/>88:21<br/><b>62-1/2% (1)</b><br/>33:10<br/><b>6-25-103 (1)</b><br/>44:24</p>                                                                        |                                                                                                                        |  |  |  |