In The Matter Of: ARKANSAS STATE BOARD OF EDUCATION
September 9, 2021
Sharon K. Hill, CCR (501) 680-0888
Original File BOE - 9-9-21.prn Min-U-Script® with Word Index

ARKANSAS STATE BOARD OF EDUCATION SEPTEMBER 9, 2021 10:00 A.M. APPEARANCES BOARD MEMBERS: MS. OUIDA NEWTON, Chairman DR. SARAH MOORE, Vice Chairman DR. FITZGERALD HILL MS. KATHY McFETRIDGE MS. ADRIENNE WOODS MR. STEVE SUTTON DR. BETH ANNE RANKIN MR. RANDY HENDERSON NON-VOTING PARTICIPANTS: MR. JOHNNY KEY, Secretary of Education MS. SUSANNA POST, Arkansas Teacher of the Year DESE LEGAL COUNSEL: MS. LORI FRENOGeneral CounselMS. MARY CLAIRE HYATTAttorney MS. WHITNEY JAMES Attorney LOCATION: ARKANSAS DIVISION OF ELEMENTARY AND SECONDARY EDUCATION - Auditorium #4 Capitol Mall Little Rock, AR 72201

INDEX

	Page
VI.1.	PLSB Replacement Members 5
VI.2.	Act 1240 Request - Jasper 6
VI.3.	Act 1240 Waiver - Van Buren
VI.4.	Act 1240 Waiver - Pine Bluff (PULLED) 44
VI.5.	Fiscal Distress Removal Request - Marvell 44
VI.6.	Educational Co-op Digital Learning Report 58
	Guy Fenter Cooperative 60
	Dawson Cooperative
	Arkansas River Consortium 86
	Wilbur D. Mills Cooperative
	Tri-Region Consortium
VII.1.	Act 1240 Digital Learning Apps/Waivers
	a) Kirby K-6
	b) Lonoke K-2
	c) Rivercrest K-8
	d) Clarendon K-6
	e) Nettleton 7-12
	f) Concord K-2 120
	g) Poyen K-8 120
	h) Huntsville K-2
	i) Hampton
(cont.)

j)	Lakeside Garland County	122
k)	Paris	122
1)	Норе	122
m)	Eureka Springs	122
n)	Maynard	122
o)	West Fork	122
p)	Pocahontas	122
q)	Nashville	122
r)	Cotter	122
s)	Two Rivers	127
t)	Nemo Vista	127
u)	Perryville	127
v)	Quitman	127
w)	Lafayette County	127
wl)	Pottsville	127
x)	Caddo Hills	127
y)	Atkins	127
z)	Wonderview	127
aa)	Mt. Vernon-Enola	127
ab)	Hot Springs	129
ac)	Lavaca	130

(cont.)

VII.2. Consideration of Open-Enrollment Applications

a) IDEA Public Schools Arkansas	131
b) Premier High School/Ft. Smith	131
c) Arkansas Military and First Responders Academy	31, 133
VII.3. Consideration of One-Year Standards Waiver	
a) Bryant School District	136
VII.4. Public Comment Release - Annexation and Consolidation of School Districts	138
VII.5. Public Comment Release - Ark. Tutoring Corps	140
VII.6. Public Comment Release - Ark. Leadership Academ Master Principal Eligibility/Incentives	-
VII.7. Public Comment Release - NBPT Standards Eligibility/Incentives	147
VII.8. Public Comment Release - Background Checks	149
VII.9. Public Comment Release - Code of Ethics for Arkansas Educators	151
VII.10. Public Comment Release - Educator Licensure	152
VII.11. Public Comment Release - Standards for Accreditation	155
Court Reporter's Certificate	159

5

1	PROCEEDINGS
2	VI.1. CONSIDERATION OF REQUEST FOR APPROVAL OF NOMINATED
3	MEMBERS FOR PLSB TO REPLACE MEMBERS WHOSE TERMS ARE VACANT OR
4	EXPIRING JUNE 30, 2022
5	CHAIRMAN NEWTON: So our first item Ms.
6	Saracini, you should have just stayed up here. Our
7	first item is nominations for the PLSB board to
8	replace expiring terms.
9	MS. SARACINI: Uh-huh. Karli Saracini,
10	Assistant Commissioner.
11	Today I'm bringing before you a nominee from the
12	ArkASPA, which is part of AAEA; it's your HR
13	directors. And Ms Dr. Karen Lasker is taking
14	finishing out someone's that's currently on there,
15	Ms. Griffin. She retired, so we have to fill that
16	position. And it will expire in 2022. Dr. Lasker is
17	currently the HR Director at Conway Public Schools
18	and she has been there since in that position
19	since 2017.
20	CHAIRMAN NEWTON: Okay. All right. Is there
21	any discussion?
22	Okay. We need a motion then to approve this
23	nomination.
24	MS. McFETRIDGE: I'll make a motion to approve
25	the nomination.

- September 9, 2021 CHAIRMAN NEWTON: Okay. Motion by Ms. McFetridge. DR. RANKIN: And I'll second. CHAIRMAN NEWTON: Seconded by Dr. Rankin. All in favor? (UNANIMOUS CHORUS OF AYES) CHAIRMAN NEWTON: Any opposed? Okay. Motion passes. MS. SARACINI: Thank you. Thank you, Ms. Saracini. CHAIRMAN NEWTON: VI.2. JASPER SCHOOL DISTRICT - ACT 1240 REQUEST CHAIRMAN NEWTON: All right. We're going to move on to our 1240 requests. Ms. Hyatt. And before you begin, a little birdie told me this morning that this will be our last meeting with you, that you're going to move on to a new position. So we want to take this opportunity to thank you for

1

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

25

6

18 your hard work and all that you've done for our 19 board. You have been a rock that we could depend on 20 and we are just so appreciative and we're going to 21 greatly miss you. 22 MS. HYATT: Thank you so much. I appreciate

22 MS. HYATT: Thank you so much. I appreciate 23 that.

24 [AUDIENCE APPLAUSE]

MS. HYATT: Don't make me cry right before I

1have to present. But, seriously, thank you. This2has been one of the best privileges of my life to get3to be the attorney for this board and get to know all4of you, and I appreciate you letting me stand before5you. And, Secretary Key, getting to work with you6has also been just absolutely an honor. So I will7miss you, but I'm not going far. I will be working8for a school district, so I'm sure you will still get9to see me sometimes. I'll beg to be the one that10gets to present in front of the board, so I hope that11we will see each other soon.12CHAIRMAN NEWTON: We wish you all the best.13MS. HYATT: Thank you.14So the Jasper School District is the first 124015on the agenda. I believe we have Kim Liggett, the16elementary principal; Dr. Candra Brasel, who is the17ms. COSSEY: Yes, ma'am.18ms. HYATT: There we go.20MR. COSSEY: Good morning.21CHAIRMAN NEWTON: Good morning, Mr. Cossey.22MR. COSSEY: Ms. Kim Liggett is with us. Dr.		
3to be the attorney for this board and get to know all4of you, and I appreciate you letting me stand before5you. And, Secretary Key, getting to work with you6has also been just absolutely an honor. So I will7miss you, but I'm not going far. I will be working8for a school district, so I'm sure you will still get9to see me sometimes. I'll beg to be the one that10gets to present in front of the board, so I hope that11we will see each other soon.12CHAIRMAN NEWTON: We wish you all the best.13MS. HYATT: Thank you.14So the Jasper School District is the first 124015on the agenda. I believe we have Kim Liggett, the16elementary principal; Dr. Candra Brasel, who is the17superintendent, and Brian Cossey on the Zoom. We18should have them on the Zoom.20MR. COSSEY: Yes, ma'am.21MS. HYATT: There we go.22MR. COSSEY: Good morning.23CHAIRMAN NEWTON: Good morning.24Who else is with us, Mr. Cossey?	1	have to present. But, seriously, thank you. This
4of you, and I appreciate you letting me stand before5you. And, Secretary Key, getting to work with you6has also been just absolutely an honor. So I will7miss you, but I'm not going far. I will be working8for a school district, so I'm sure you will still get9to see me sometimes. I'll beg to be the one that10gets to present in front of the board, so I hope that11we will see each other soon.12CHAIRMAN NEWTON: We wish you all the best.13MS. HYATT: Thank you.14So the Jasper School District is the first 124015on the agenda. I believe we have Kim Liggett, the16elementary principal; Dr. Candra Brasel, who is the17superintendent, and Brian Cossey on the Zoom. We18should have them on the Zoom.19CHAIRMAN NEWTON: Good morning.20MR. COSSEY: Yes, ma'am.21MS. HYATT: There we go.22MR. COSSEY: Good morning.23CHAIRMAN NEWTON: Good morning.24Who else is with us, Mr. Cossey?	2	has been one of the best privileges of my life to get
5you. And, Secretary Key, getting to work with you6has also been just absolutely an honor. So I will7miss you, but I'm not going far. I will be working8for a school district, so I'm sure you will still get9to see me sometimes. I'll beg to be the one that10gets to present in front of the board, so I hope that11we will see each other soon.12CHAIRMAN NEWTON: We wish you all the best.13MS. HYATT: Thank you.14So the Jasper School District is the first 124015on the agenda. I believe we have Kim Liggett, the16elementary principal; Dr. Candra Brasel, who is the17superintendent, and Brian Cossey on the Zoom. We18should have them on the Zoom.19CHAIRMAN NEWTON: Good morning.20MR. COSSEY: Yes, ma'am.21MS. HYATT: There we go.22MR. COSSEY: Good morning.23CHAIRMAN NEWTON: Good morning.24Who else is with us, Mr. Cossey?	3	to be the attorney for this board and get to know all
6has also been just absolutely an honor. So I will7miss you, but I'm not going far. I will be working8for a school district, so I'm sure you will still get9to see me sometimes. I'll beg to be the one that10gets to present in front of the board, so I hope that11we will see each other soon.12CHAIRMAN NEWTON: We wish you all the best.13MS. HYATT: Thank you.14So the Jasper School District is the first 124015on the agenda. I believe we have Kim Liggett, the16elementary principal; Dr. Candra Brasel, who is the17superintendent, and Brian Cossey on the Zoom. We18should have them on the Zoom.19CHAIRMAN NEWTON: Good morning.20MR. COSSEY: Yes, ma'am.21MS. HYATT: There we go.22MR. COSSEY: Good morning.23CHAIRMAN NEWTON: Good morning. Mr. Cossey.24Who else is with us, Mr. Cossey?	4	of you, and I appreciate you letting me stand before
7miss you, but I'm not going far. I will be working8for a school district, so I'm sure you will still get9to see me sometimes. I'll beg to be the one that10gets to present in front of the board, so I hope that11we will see each other soon.12CHAIRMAN NEWTON: We wish you all the best.13MS. HYATT: Thank you.14So the Jasper School District is the first 124015on the agenda. I believe we have Kim Liggett, the16elementary principal; Dr. Candra Brasel, who is the17superintendent, and Brian Cossey on the Zoom. We18should have them on the Zoom.19CHAIRMAN NEWTON: Good morning.20MR. COSSEY: Yes, ma'am.21MS. HYATT: There we go.22MR. COSSEY: Good morning.23CHAIRMAN NEWTON: Good morning, Mr. Cossey.24Who else is with us, Mr. Cossey?	5	you. And, Secretary Key, getting to work with you
 for a school district, so I'm sure you will still get to see me sometimes. I'll beg to be the one that gets to present in front of the board, so I hope that we will see each other soon. CHAIRMAN NEWTON: We wish you all the best. MS. HYATT: Thank you. So the Jasper School District is the first 1240 on the agenda. I believe we have Kim Liggett, the elementary principal; Dr. Candra Brasel, who is the should have them on the Zoom. CHAIRMAN NEWTON: Good morning. MR. COSSEY: Yes, ma'am. MS. HYATT: There we go. CHAIRMAN NEWTON: Good morning, Mr. Cossey. Who else is with us, Mr. Cossey? 	6	has also been just absolutely an honor. So I will
9to see me sometimes. I'll beg to be the one that10gets to present in front of the board, so I hope that11we will see each other soon.12CHAIRMAN NEWTON: We wish you all the best.13MS. HYATT: Thank you.14So the Jasper School District is the first 124015on the agenda. I believe we have Kim Liggett, the16elementary principal; Dr. Candra Brasel, who is the17superintendent, and Brian Cossey on the Zoom. We18should have them on the Zoom.19CHAIRMAN NEWTON: Good morning.20MR. COSSEY: Yes, ma'am.21MS. HYATT: There we go.22MR. COSSEY: Good morning.23CHAIRMAN NEWTON: Good morning. Mr. Cossey.24Who else is with us, Mr. Cossey?	7	miss you, but I'm not going far. I will be working
10gets to present in front of the board, so I hope that11we will see each other soon.12CHAIRMAN NEWTON: We wish you all the best.13MS. HYATT: Thank you.14So the Jasper School District is the first 124015on the agenda. I believe we have Kim Liggett, the16elementary principal; Dr. Candra Brasel, who is the17superintendent, and Brian Cossey on the Zoom. We18should have them on the Zoom.19CHAIRMAN NEWTON: Good morning.20MR. COSSEY: Yes, ma'am.21MS. HYATT: There we go.22MR. COSSEY: Good morning.23CHAIRMAN NEWTON: Good morning, Mr. Cossey.24Who else is with us, Mr. Cossey?	8	for a school district, so I'm sure you will still get
11we will see each other soon.12CHAIRMAN NEWTON: We wish you all the best.13MS. HYATT: Thank you.14So the Jasper School District is the first 124015on the agenda. I believe we have Kim Liggett, the16elementary principal; Dr. Candra Brasel, who is the17superintendent, and Brian Cossey on the Zoom. We18should have them on the Zoom.19CHAIRMAN NEWTON: Good morning.20MR. COSSEY: Yes, ma'am.21MS. HYATT: There we go.22MR. COSSEY: Good morning.23CHAIRMAN NEWTON: Good morning, Mr. Cossey.24Who else is with us, Mr. Cossey?	9	to see me sometimes. I'll beg to be the one that
12CHAIRMAN NEWTON: We wish you all the best.13MS. HYATT: Thank you.14So the Jasper School District is the first 124015on the agenda. I believe we have Kim Liggett, the16elementary principal; Dr. Candra Brasel, who is the17superintendent, and Brian Cossey on the Zoom. We18should have them on the Zoom.19CHAIRMAN NEWTON: Good morning.20MR. COSSEY: Yes, ma'am.21MS. HYATT: There we go.22MR. COSSEY: Good morning.23CHAIRMAN NEWTON: Good morning, Mr. Cossey.24Who else is with us, Mr. Cossey?	10	gets to present in front of the board, so I hope that
 MS. HYATT: Thank you. So the Jasper School District is the first 1240 on the agenda. I believe we have Kim Liggett, the elementary principal; Dr. Candra Brasel, who is the superintendent, and Brian Cossey on the Zoom. We should have them on the Zoom. CHAIRMAN NEWTON: Good morning. MR. COSSEY: Yes, ma'am. MS. HYATT: There we go. MR. COSSEY: Good morning. CHAIRMAN NEWTON: Good morning. CHAIRMAN NEWTON: Good morning. MR. COSSEY: Good morning. MR. COSSEY: Good morning. CHAIRMAN NEWTON: Good morning. MR. COSSEY: Good morning. MR. COSSEY: Good morning. 	11	we will see each other soon.
14So the Jasper School District is the first 124015on the agenda. I believe we have Kim Liggett, the16elementary principal; Dr. Candra Brasel, who is the17superintendent, and Brian Cossey on the Zoom. We18should have them on the Zoom.19CHAIRMAN NEWTON: Good morning.20MR. COSSEY: Yes, ma'am.21MS. HYATT: There we go.22MR. COSSEY: Good morning.23CHAIRMAN NEWTON: Good morning, Mr. Cossey.24Who else is with us, Mr. Cossey?	12	CHAIRMAN NEWTON: We wish you all the best.
 15 on the agenda. I believe we have Kim Liggett, the 16 elementary principal; Dr. Candra Brasel, who is the 17 superintendent, and Brian Cossey on the Zoom. We 18 should have them on the Zoom. 19 CHAIRMAN NEWTON: Good morning. 20 MR. COSSEY: Yes, ma'am. 21 MS. HYATT: There we go. 22 MR. COSSEY: Good morning. 23 CHAIRMAN NEWTON: Good morning, Mr. Cossey. 24 Who else is with us, Mr. Cossey? 	13	MS. HYATT: Thank you.
 elementary principal; Dr. Candra Brasel, who is the superintendent, and Brian Cossey on the Zoom. We should have them on the Zoom. CHAIRMAN NEWTON: Good morning. MR. COSSEY: Yes, ma'am. MS. HYATT: There we go. MR. COSSEY: Good morning. CHAIRMAN NEWTON: Good morning, Mr. Cossey. Who else is with us, Mr. Cossey? 	14	So the Jasper School District is the first 1240
 17 superintendent, and Brian Cossey on the Zoom. We 18 should have them on the Zoom. 19 CHAIRMAN NEWTON: Good morning. 20 MR. COSSEY: Yes, ma'am. 21 MS. HYATT: There we go. 22 MR. COSSEY: Good morning. 23 CHAIRMAN NEWTON: Good morning, Mr. Cossey. 24 Who else is with us, Mr. Cossey? 	15	on the agenda. I believe we have Kim Liggett, the
 18 should have them on the Zoom. 19 CHAIRMAN NEWTON: Good morning. 20 MR. COSSEY: Yes, ma'am. 21 MS. HYATT: There we go. 22 MR. COSSEY: Good morning. 23 CHAIRMAN NEWTON: Good morning, Mr. Cossey. 24 Who else is with us, Mr. Cossey? 	16	elementary principal; Dr. Candra Brasel, who is the
 19 CHAIRMAN NEWTON: Good morning. 20 MR. COSSEY: Yes, ma'am. 21 MS. HYATT: There we go. 22 MR. COSSEY: Good morning. 23 CHAIRMAN NEWTON: Good morning, Mr. Cossey. 24 Who else is with us, Mr. Cossey? 	17	superintendent, and Brian Cossey on the Zoom. We
 20 MR. COSSEY: Yes, ma'am. 21 MS. HYATT: There we go. 22 MR. COSSEY: Good morning. 23 CHAIRMAN NEWTON: Good morning, Mr. Cossey. 24 Who else is with us, Mr. Cossey? 	18	should have them on the Zoom.
 MS. HYATT: There we go. MR. COSSEY: Good morning. CHAIRMAN NEWTON: Good morning, Mr. Cossey. Who else is with us, Mr. Cossey? 	19	CHAIRMAN NEWTON: Good morning.
 22 MR. COSSEY: Good morning. 23 CHAIRMAN NEWTON: Good morning, Mr. Cossey. 24 Who else is with us, Mr. Cossey? 	20	MR. COSSEY: Yes, ma'am.
 CHAIRMAN NEWTON: Good morning, Mr. Cossey. Who else is with us, Mr. Cossey? 	21	MS. HYATT: There we go.
24 Who else is with us, Mr. Cossey?	22	MR. COSSEY: Good morning.
	23	CHAIRMAN NEWTON: Good morning, Mr. Cossey.
25 MR. COSSEY: Ms. Kim Liggett is with us. Dr.	24	Who else is with us, Mr. Cossey?
	25	MR. COSSEY: Ms. Kim Liggett is with us. Dr.

Brasel is on standby; she has one of her children at 1 the dentist for a procedure, trying to wrap that up. 2 But --3 MS. LIGGETT: Hi, I'm Kim. Hi. 4 I'm the Jasper elementary principal. 5 CHAIRMAN NEWTON: Okay. We're glad that y'all 6 7 are with us this morning. 8 MS. HYATT: The Jasper School District is 9 requesting a waiver of Class Size and Teaching Load 10 so that they can hire an apprentice teacher. They will have 20 minutes to present to the Board and then 11 12 you can ask any questions. And, Ms. Newton, you'll want to swear them in before that. 13 CHAIRMAN NEWTON: Okay. I should've already had 14 15 this out. Would you raise your hand and repeat after 16 me please -- or go ahead. Do you swear or affirm that the testimony you're about to give shall be the 17 18 truth, the whole truth, and nothing but the truth? MR. COSSEY: Yes, ma'am, I do. 19 20 MS. LIGGETT: Yes, ma'am. 21 CHAIRMAN NEWTON: Okay. Thank you. You may 22 begin. 23 MR. COSSEY: So after the pandemic our district 24 had lost over 100 students, and so we are -- we were 25 looking at attrition throughout that time. And then

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

1	this past summer, just a few months ago, we gained
2	the majority of those students back; 49 students,
3	June 2nd through the start of school enrolled at
4	Jasper Elementary, which is a school district of
5	which is a campus of just over, normally, 200
6	students. So we were watching numbers. At the end
7	of last year, what was 4th grade had 26 students when
8	we ended the year; that number is 32 now, and we were
9	watching that grade and two other grades. And just
10	last month we had to add a teacher in 4th grade and
11	the grade below because the exact same thing
12	happened. So we took a class that was in the mid to
13	upper 20s throughout the summer, hit that number of
14	31, 32, we hired a teacher. Well, whenever we
15	advertised for that position we hired the only
16	qualified, quality candidate that we could find; so
17	at that point we knew that it was we were
18	struggling to find qualified, quality teachers. And
19	so it was literally the week before school started
20	and we and then this 5th grade class, the current
21	5th grade class, last year's 4th grade class, we
22	jumped up to 30, 31 students again, and so we were
23	trying to decide what to do. And we found this young
24	lady that was an intern at UALR, and we were
25	discussing with the college about the opportunity for

1	that to happen and at that point we thought that that
2	was a possibility without the waiver; we had not
3	realized the change from last year to this year. And
4	so after some further research we figured out that we
5	needed this waiver.
6	Some of the other reasons that we're looking at
7	this is with the pandemic, if we max a classroom out
8	we cannot socially distance, we just can't. And, you
9	know, stuffing 28, 29, 30 kids in an 800-square foot
10	classroom, you just can't do it. But when you look
11	at 15 you know, 14, 15, 16 per room, we can spread
12	them out.
13	We have just a lot of supports in place for this
14	young lady. UALR has really stepped up with some
15	guidance and oversight throughout her work. We have
16	some of the best I've been fortunate to work with
17	some great co-op literacy specialists. We've had
18	some great ones that are Ozarks Co-op in Harrison,
19	they're coming out on a regular basis. We have Ms.
20	Liggett, the principal, as well as lead teachers on
21	the campus are making multiple classroom visits with
22	her and stay in constant communication with her.
23	We're allowing para observations, both in her
24	classroom and her observing others. She's interning
25	under a very a very effective educator that is one

1 of our lead teachers on that campus. We have two lead teachers on that campus, based on the numbers, 2 that lead the PLC process. We are fully implemented 3 in PLC -- in the PLC process with weekly PLC 4 meetings, which is -- as you know, is a great support 5 to a young teacher. We also have a systemic RTI 6 7 process in place and we have two fulltime interventionists; one is paid by the district, the 8 9 other is paid by Save the Children. And so any kid identified as one of the -- as the upper tier in RTI 10 we have that in place to support her as well. 11 She has common planning time with her teacher team and 12 13 she has additional time in her daily schedule for extra coaching and support, and that -- we put that 14 15 in place with the duty schedule. So she may not have 16 as much duties or as often as the others so that she can have additional time for coaching and support. 17 18 And we also continue to do in-house professional development, Ms. Liggett does that on a very regular 19 basis -- and she attends all of those; one of the 20 21 first ones there and last ones to leave, taking lots 22 of notes and asking lots of questions. 23 And so what we would like to do with this waiver 24 is allow this young lady to do her student teaching 25 as she is a long-term sub in this classroom, to be

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

1	able to split these 32 students into 16 and work
2	under the guidance of a more tenured teacher. And
3	I'd be happy to answer any questions myself, or Ms.
4	Liggett.
5	CHAIRMAN NEWTON: Thank you, Mr. Cossey. We'll
6	see if we have questions from the Board.
7	Ms. Post, we'll start with you this morning.
8	MS. POST: No questions, but I would just like
9	to commend you on the efforts that you have gone
10	through to support this teacher. And when I read
11	over the professional development specifically, I
12	just feel like you're firing on all cylinders with
13	what she will need to be successful. So great job.
14	MR. COSSEY: Thank you. Ms. Liggett does a
15	wonderful job, and Dr. Brasel as well, and I'm
16	blessed to work with them.
17	MS. LIGGETT: Thank you very much. We're really
18	trying to give her every bit of support she can
19	possibly get. She has so much potential and is just
20	stepping up to the plate.
21	CHAIRMAN NEWTON: Dr. Rankin?
22	DR. RANKIN: Yes, I just want to echo Ms. Post's
23	statements. And I also really appreciated that they
24	will be participating in the weekly PLC team time and
25	that common planning time and just having that

<pre>1 community and relationship building with that 2 professional learning community. I think it's real? 3 spot-on, so I congratulate you for thinking through 4 that. 5 CHAIRMAN NEWTON: Mr. Sutton?</pre>	
3 spot-on, so I congratulate you for thinking through 4 that.	
4 that.	
5 CHAIRMAN NEWTON: Mr. Sutton?	
6 MR. SUTTON: I have no questions.	
7 CHAIRMAN NEWTON: Dr. Moore?	
8 DR. MOORE: Yes. I know there are other school	•
9 districts that have sought to do this partnering with	:h
10 universities. Have you all been able to speak with	
11 them about how they have supported that student	
12 the student teacher and teaching?	
13 MR. COSSEY: So I haven't been as involved in	
14 that process and the communications through UALR.	
15 And UALR has in my current position and former	
16 position with the district, we've had more	
17 collaboration with Arkansas Tech in Russellville.	
18 But, Ms. Liggett, would you like to talk about	
19 the communication you've had with UALR?	
20 MS. LIGGETT: I spoke quite a bit with the	
21 her advisor. But as far as communicating with other	•
22 districts, I have not yet. But that's a great idea	
23 that I'd like to consider and work towards making	
24 some contacts with that.	
25 DR. MOORE: And as we know, it's challenging to)

1	be a first-year teacher, much less if you haven't had
2	that time in the classroom before. Is there a number
3	of hours that this person has spent in a classroom
4	before now?
5	MS. LIGGETT: She and I have talked about that.
6	She hasn't given me specific hours. But when I was
7	talking to her about observing other teachers in our
8	own school and covering her, she did talk about
9	through her program that she had done a lot of
10	classroom visits and a lot of hours just kind of
11	observing; but was excited for the opportunity to go
12	peer-to-peer for observations here in our school.
13	DR. MOORE: Okay. As far as pay goes, it looks
14	like districts are doing this differently. How are
15	you all doing that?
16	MS. LIGGETT: She will be hired at this point as
17	an instructional paraprofessional, and so she'll be
18	paid as a para until she receives her final license.
19	And at that point we'll look at the numbers and
20	determine what happens next, but hopefully she'll be
21	signed on as a teacher after that.
22	DR. MOORE: Okay. And so this is a full
23	academic school year position?
24	MS. LIGGETT: Yes.
25	DR. MOORE: Okay.

1 MS. LIGGETT: Yes. She has two semesters of intern. 2 3 DR. MOORE: Okay. Okay. Thank you. MS. LIGGETT: Thank you. 4 CHAIRMAN NEWTON: Ms. McFetridge? 5 MS. McFETRIDGE: No questions. 6 7 CHAIRMAN NEWTON: Mr. Henderson? 8 MR. HENDERSON: I have no questions. 9 CHAIRMAN NEWTON: Ms. Woods? 10 MS. WOODS: No, ma'am. Thank you. CHAIRMAN NEWTON: I had one question. I think 11 12 it's probably for Ms. Hyatt. 13 Ms. Hyatt, in the past I know that we have had teacher programs from the colleges come and ask for 14 15 this. Have we ever had a specific district come and 16 ask to have a student intern? MS. HYATT: I think actually last month we had 17 18 at least one. I do think that -- this might be a question for Karli more than me. But I do think that 19 this has gone on before, the apprenticeship program 20 21 has happened before in individual districts. I think 22 that we're trying to make sure that districts have 23 the appropriate waiver to be able to actually hire 24 that apprentice teacher so they can receive 25 compensation for the work that they're doing in the

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

1 district without violating any of the Arkansas Quality Teaching standards --2 3 CHAIRMAN NEWTON: Right. MS. HYATT: -- and all of those kinds of pieces. 4 CHAIRMAN NEWTON: It just seemed like before the 5 university had a set program that -- where they 6 7 selected particular candidates, and then those candidates were recommended for the district. 8 But 9 I'm not -- it might be it's coming from the other direction this time, from the district. 10 MS. SARACINI: Well, because we have to follow 11 12 the class size and the class load, because it's not 13 just a licensure waiver because they do not have a bachelor's degree yet. 14 15 CHAIRMAN NEWTON: Right. MS. SARACINI: And so that's where we relooked 16 at everything and said we can't just blanket the 17 18 university for all the districts, because not all districts have the same waivers. And so that's why 19 we have kind of reversed it. 20 21 CHAIRMAN NEWTON: Okay. 22 MS. SARACINI: But the Higher Ed., the EPP 23 programs are still vetting and not -- they're not 24 letting everyone --25 CHAIRMAN NEWTON: Okay.

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

> - September 9, 2021

1 MS. SARACINI: become the interns. 2 CHAIRMAN NEWTON: Okay. That was my question. 3 MS. SARACINI: Because some people aren't ready. 4 CHAIRMAN NEWTON: Right. 5 MS. SARACINI: So we've had the conversations 6 matter of fact, at the last Dean's meeting about 7 three weeks ago, two weeks ago that it's not for 8 everyone and teachers leave because they don't feel 9 supported or they're overwhelmed. 10 CHAIRMAN NEWTON: Right. 11 MS. SARACINI: So we know that not every 12 candidate fits this mode, so we don't want to just 13 blanket it. 14 CHAIRMAN NEWTON: Right. 15 MS. SARACINI: So we want to 16 CHAIRMAN NEWTON: So even though it's coming 17 from a district, the university has been involved on 18 the front-end making sure that these candidates are 19 ready to be in a classroom? 20 MS. SARACINI: Right. 21 CHAIRMAN NEWTON: Okay. 22 MS. SARACINI: Because we've had some 23 universities call and speak with		
3 MS. SARACINI: Because some people aren't ready. 4 CHAIRMAN NEWTON: Right. 5 MS. SARACINI: So we've had the conversations 6 matter of fact, at the last Dean's meeting about 7 three weeks ago, two weeks ago that it's not for 8 everyone and teachers leave because they don't feel 9 supported or they're overwhelmed. 10 CHAIRMAN NEWTON: Right. 11 MS. SARACINI: So we know that not every 12 candidate fits this mode, so we don't want to just 13 blanket it. 14 CHAIRMAN NEWTON: Right. 15 MS. SARACINI: So we want to 16 CHAIRMAN NEWTON: So even though it's coming 17 from a district, the university has been involved on 18 the front-end making sure that these candidates are 19 ready to be in a classroom? 20 MS. SARACINI: Right. 21 CHAIRMAN NEWTON: Okay. 22 MS. SARACINI: Because we've had some 23 universities call and speak with Licensure and with	1	MS. SARACINI: become the interns.
 CHAIRMAN NEWTON: Right. MS. SARACINI: So we've had the conversations matter of fact, at the last Dean's meeting about three weeks ago, two weeks ago that it's not for everyone and teachers leave because they don't feel supported or they're overwhelmed. CHAIRMAN NEWTON: Right. MS. SARACINI: So we know that not every candidate fits this mode, so we don't want to just blanket it. CHAIRMAN NEWTON: Right. MS. SARACINI: So we want to CHAIRMAN NEWTON: So even though it's coming from a district, the university has been involved on the front-end making sure that these candidates are ready to be in a classroom? MS. SARACINI: Because we've had some universities call and speak with Licensure and with 	2	CHAIRMAN NEWTON: Okay. That was my question.
5 MS. SARACINI: So we've had the conversations 6 matter of fact, at the last Dean's meeting about 7 three weeks ago, two weeks ago that it's not for 8 everyone and teachers leave because they don't feel 9 supported or they're overwhelmed. 10 CHAIRMAN NEWTON: Right. 11 MS. SARACINI: So we know that not every 12 candidate fits this mode, so we don't want to just 13 blanket it. 14 CHAIRMAN NEWTON: Right. 15 MS. SARACINI: So we want to 16 CHAIRMAN NEWTON: So even though it's coming 17 from a district, the university has been involved on 18 the front-end making sure that these candidates are 19 ready to be in a classroom? 20 MS. SARACINI: Right. 21 CHAIRMAN NEWTON: Okay. 22 MS. SARACINI: Because we've had some 23 universities call and speak with Licensure and with	3	MS. SARACINI: Because some people aren't ready.
6 matter of fact, at the last Dean's meeting about 7 three weeks ago, two weeks ago that it's not for 8 everyone and teachers leave because they don't feel 9 supported or they're overwhelmed. 10 CHAIRMAN NEWTON: Right. 11 MS. SARACINI: So we know that not every 12 candidate fits this mode, so we don't want to just 13 blanket it. 14 CHAIRMAN NEWTON: Right. 15 MS. SARACINI: So we want to 16 CHAIRMAN NEWTON: So even though it's coming 17 from a district, the university has been involved on 18 the front-end making sure that these candidates are 19 ready to be in a classroom? 20 MS. SARACINI: Right. 21 CHAIRMAN NEWTON: Okay. 22 MS. SARACINI: Because we've had some 23 universities call and speak with Licensure and with	4	CHAIRMAN NEWTON: Right.
7three weeks ago, two weeks ago that it's not for8everyone and teachers leave because they don't feel9supported or they're overwhelmed.10CHAIRMAN NEWTON: Right.11MS. SARACINI: So we know that not every12candidate fits this mode, so we don't want to just13blanket it.14CHAIRMAN NEWTON: Right.15MS. SARACINI: So we want to16CHAIRMAN NEWTON: So even though it's coming17from a district, the university has been involved on18the front-end making sure that these candidates are19ready to be in a classroom?20MS. SARACINI: Right.21CHAIRMAN NEWTON: Okay.22MS. SARACINI: Because we've had some23universities call and speak with Licensure and with	5	MS. SARACINI: So we've had the conversations
 everyone and teachers leave because they don't feel supported or they're overwhelmed. CHAIRMAN NEWTON: Right. MS. SARACINI: So we know that not every candidate fits this mode, so we don't want to just blanket it. CHAIRMAN NEWTON: Right. CHAIRMAN NEWTON: Right. MS. SARACINI: So we want to CHAIRMAN NEWTON: So even though it's coming from a district, the university has been involved on the front-end making sure that these candidates are ready to be in a classroom? MS. SARACINI: Right. CHAIRMAN NEWTON: Okay. MS. SARACINI: Because we've had some universities call and speak with Licensure and with 	6	matter of fact, at the last Dean's meeting about
9supported or they're overwhelmed.10CHAIRMAN NEWTON: Right.11MS. SARACINI: So we know that not every12candidate fits this mode, so we don't want to just13blanket it.14CHAIRMAN NEWTON: Right.15MS. SARACINI: So we want to16CHAIRMAN NEWTON: So even though it's coming17from a district, the university has been involved on18the front-end making sure that these candidates are19ready to be in a classroom?20MS. SARACINI: Right.21CHAIRMAN NEWTON: Okay.22MS. SARACINI: Because we've had some23universities call and speak with Licensure and with	7	three weeks ago, two weeks ago that it's not for
10CHAIRMAN NEWTON: Right.11MS. SARACINI: So we know that not every12candidate fits this mode, so we don't want to just13blanket it.14CHAIRMAN NEWTON: Right.15MS. SARACINI: So we want to16CHAIRMAN NEWTON: So even though it's coming17from a district, the university has been involved on18the front-end making sure that these candidates are19ready to be in a classroom?20MS. SARACINI: Right.21CHAIRMAN NEWTON: Okay.22MS. SARACINI: Because we've had some23universities call and speak with Licensure and with	8	everyone and teachers leave because they don't feel
11MS. SARACINI: So we know that not every12candidate fits this mode, so we don't want to just13blanket it.14CHAIRMAN NEWTON: Right.15MS. SARACINI: So we want to16CHAIRMAN NEWTON: So even though it's coming17from a district, the university has been involved on18the front-end making sure that these candidates are19ready to be in a classroom?20MS. SARACINI: Right.21CHAIRMAN NEWTON: Okay.22MS. SARACINI: Because we've had some23universities call and speak with Licensure and with	9	supported or they're overwhelmed.
12candidate fits this mode, so we don't want to just13blanket it.14CHAIRMAN NEWTON: Right.15MS. SARACINI: So we want to16CHAIRMAN NEWTON: So even though it's coming17from a district, the university has been involved on18the front-end making sure that these candidates are19ready to be in a classroom?20MS. SARACINI: Right.21CHAIRMAN NEWTON: Okay.22MS. SARACINI: Because we've had some23universities call and speak with Licensure and with	10	CHAIRMAN NEWTON: Right.
 blanket it. CHAIRMAN NEWTON: Right. MS. SARACINI: So we want to CHAIRMAN NEWTON: So even though it's coming from a district, the university has been involved on the front-end making sure that these candidates are ready to be in a classroom? MS. SARACINI: Right. CHAIRMAN NEWTON: Okay. MS. SARACINI: Because we've had some universities call and speak with Licensure and with 	11	MS. SARACINI: So we know that not every
14CHAIRMAN NEWTON: Right.15MS. SARACINI: So we want to16CHAIRMAN NEWTON: So even though it's coming17from a district, the university has been involved on18the front-end making sure that these candidates are19ready to be in a classroom?20MS. SARACINI: Right.21CHAIRMAN NEWTON: Okay.22MS. SARACINI: Because we've had some23universities call and speak with Licensure and with	12	candidate fits this mode, so we don't want to just
 MS. SARACINI: So we want to CHAIRMAN NEWTON: So even though it's coming from a district, the university has been involved on the front-end making sure that these candidates are ready to be in a classroom? MS. SARACINI: Right. CHAIRMAN NEWTON: Okay. MS. SARACINI: Because we've had some universities call and speak with Licensure and with 	13	blanket it.
16CHAIRMAN NEWTON: So even though it's coming17from a district, the university has been involved on18the front-end making sure that these candidates are19ready to be in a classroom?20MS. SARACINI: Right.21CHAIRMAN NEWTON: Okay.22MS. SARACINI: Because we've had some23universities call and speak with Licensure and with	14	CHAIRMAN NEWTON: Right.
 17 from a district, the university has been involved on 18 the front-end making sure that these candidates are 19 ready to be in a classroom? 20 MS. SARACINI: Right. 21 CHAIRMAN NEWTON: Okay. 22 MS. SARACINI: Because we've had some 23 universities call and speak with Licensure and with 	15	MS. SARACINI: So we want to
18 the front-end making sure that these candidates are 19 ready to be in a classroom? 20 MS. SARACINI: Right. 21 CHAIRMAN NEWTON: Okay. 22 MS. SARACINI: Because we've had some 23 universities call and speak with Licensure and with	16	CHAIRMAN NEWTON: So even though it's coming
 19 ready to be in a classroom? 20 MS. SARACINI: Right. 21 CHAIRMAN NEWTON: Okay. 22 MS. SARACINI: Because we've had some 23 universities call and speak with Licensure and with 	17	from a district, the university has been involved on
20 MS. SARACINI: Right. 21 CHAIRMAN NEWTON: Okay. 22 MS. SARACINI: Because we've had some 23 universities call and speak with Licensure and with	18	the front-end making sure that these candidates are
21 CHAIRMAN NEWTON: Okay. 22 MS. SARACINI: Because we've had some 23 universities call and speak with Licensure and with	19	ready to be in a classroom?
22 MS. SARACINI: Because we've had some 23 universities call and speak with Licensure and with	20	MS. SARACINI: Right.
23 universities call and speak with Licensure and with	21	CHAIRMAN NEWTON: Okay.
	22	MS. SARACINI: Because we've had some
24 myself as well, and they just said. "We just don't	23	universities call and speak with Licensure and with
	24	myself as well, and they just said, "We just don't
25 feel this candidate is ready," and we said, "That's	25	feel this candidate is ready," and we said, "That's

1 what we want you to say." CHAIRMAN NEWTON: Yes, absolutely. Okay. All 2 3 right, that makes me feel much better. Thank you. All right. Are there any other questions from 4 the Board? 5 If not, then we are ready for a motion. 6 Okay. 7 The motion would be to either grant or deny the 1240 8 waiver. 9 MR. SUTTON: Motion to approve the grant. CHAIRMAN NEWTON: All right. We have a motion 10 by Mr. Sutton to grant the waiver. 11 12 MR. SUTTON: Grant the waiver. I'm sorry. 13 CHAIRMAN NEWTON: Yeah, I got it. Do we have a second? 14 15 DR. RANKIN: I'll second that. 16 CHAIRMAN NEWTON: Seconded by Dr. Rankin. All in favor? 17 18 (UNANIMOUS CHORUS OF AYES) 19 CHAIRMAN NEWTON: Any opposed? 20 Congratulations. And please pass our best 21 wishes on to your intern that's in this classroom, 22 that we hope that she has a long and successful 23 career. 24 MS. LIGGETT: Thank you so much. I will. And 25 we're going to continue to give her that support so

she's not one of those teachers who do leave. We
when the been been about events of and metionstad and
want to keep her. She's excited and motivated, and
I'm in there every day watching her and just really
impressed already.
CHAIRMAN NEWTON: Good. Great. That's what we
want to hear.
MR. COSSEY: Yes. Thank you, Madam Chair,
Secretary Key, State Board. I know it's not easy
right now and I genuinely appreciate everything y'all
do.
CHAIRMAN NEWTON: Thank you for joining us this
morning.
.3. VAN BUREN SCHOOL DISTRICT - ACT 1240 WAIVER REQUEST
CHAIRMAN NEWTON: All right. Ms. Hyatt, we're
going to move on to the Van Buren School District Act
1240 waiver request.
MS. HYATT: Yes, so same situation. They are
asking for a waiver for five years for Class Size and
Teaching Load so that they can partner with
University of Arkansas at Fort Smith to hire
apprentice teachers. On the Zoom we have Karen
Allen, the assistant superintendent, and Dr. Monica
Riley, who's the executive director of the school's
education faculty at UA-Fort Smith. Again, they'll

- September 9, 2021

1 them in before they begin. CHAIRMAN NEWTON: Okay. All right. Who is 2 3 joining us this morning? MS. HYATT: I see Dr. Riley but her camera is 4 not on, and I see Karen Allen and her camera is not 5 6 on. 7 CHAIRMAN NEWTON: Okay. Good morning. 8 DR. RILEY: Good morning. 9 CHAIRMAN NEWTON: Okay. 10 DR. RILEY: I'm not sure why -- I guess someone has to give access for my camera to be on? 11 12 CHAIRMAN NEWTON: Dan, does she have access for her camera to be on? 13 DR. RILEY: Okay, I'm here. 14 15 CHAIRMAN NEWTON: There you are. Good morning, 16 Dr. Riley. 17 And, Ms. Allen, are you with us this morning? 18 (BRIEF MOMENT OF SILENCE) 19 DR. RILEY: I know that she's on because I've been communicating with her. 20 21 CHAIRMAN NEWTON: Dan, is Karen Allen -- is 22 there a --23 MS. HYATT: I did just shoot her an email to see 24 if she was having issues, technology issues; so 25 hopefully she'll respond to me really quickly.

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

1	CHAIRMAN NEWTON: Okay. Dan is looking at it.
2	MS. ALLEN: Can you hear me now?
3	CHAIRMAN NEWTON: Yes. Yes. Good morning.
4	MS. ALLEN: Okay.
5	CHAIRMAN NEWTON: All right.
6	MS. ALLEN: There you go.
7	CHAIRMAN NEWTON: There we go. There all
8	right. We've got both of you. If you
9	MS. ALLEN: I'm sorry.
10	CHAIRMAN NEWTON: That's no problem. We
11	technology, we all get it.
12	If you would, raise your right hand. Do you
13	swear or affirm that the testimony you're about to
14	give shall be the truth, the whole truth, and nothing
15	but the truth?
16	DR. RILEY: I do.
17	MS. ALLEN: I do.
18	CHAIRMAN NEWTON: All right. Thank you. You
19	may go ahead with your presentation.
20	MS. ALLEN: Okay. Well, good morning. I am
21	Karen Allen; I'm Assistant Superintendent here in Van
22	Buren. It's very nice to be here today. I'm joined
23	with Dr. Riley, who is the Executive Director at the
24	School of Education at University of Arkansas Fort
25	Smith. And we're here today to request this waiver

1	so that we might participate in the teacher
2	apprenticeship program at University of Arkansas Fort
3	Smith. Specifically, we're requesting a waiver for
4	the ADE rules governing Class Size and Teaching Load
5	for Arkansas code 6-17-812, compensation for teaching
6	more than the maximum number of students permitted,
7	and the Arkansas Standards for Accreditation 1-A.5.
8	As I mentioned, we are requesting this waiver in
9	order to participate in the University of Arkansas
10	Fort Smith teacher apprenticeship program. Van Buren
11	has had a history of a very strong partnership with
12	University of Arkansas Fort Smith. We were aware
13	that they were developing this program in conjunction
14	with the Fort Smith Public School District, and when
15	it was implemented in 2019 we were very excited to
16	hear how successful it has been over the last couple
17	of years. We were eager to participate with them but
18	as you know, there were a lot of challenges with the
19	last school year, more specifically just making sure
20	that we were even going to remain in-person learning
21	for the school year. So we didn't really think that
22	last year would be our best year to implement this in
23	Van Buren. We are ready now to do that. We want to
24	do our part with this program because we believe it
25	is the right way to develop our interns in the best

1	way. We think that this will strengthen our pool of
2	very high quality teacher candidates ready to go for
3	that first year in the classroom. We think that this
4	enhanced internship experience provides that intern
5	with a more meaningful real world, hands-on all
6	those words internship experience. And we also
7	know that it's a win-win. Not only is it probably
8	no, it is probably the best situation for any intern;
9	it's a good situation for us as a district because we
10	get those folks in, they become ours, they're like
11	our faculty right from the beginning, and then
12	hopefully what we're doing is we're recruiting and
13	retaining some very high quality educators for our
14	students.
15	As we implement, with your approval, this
16	apprenticeship model, we would like to continue
17	several of the components that were found to be very
18	successful over the last two years with the Fort
19	Smith School District. I just want to review a few
20	of those just to kind of let you know, and again
21	review that program and how that's gone in the past.
22	One of the biggest things is just the identification
23	of those very high-performing interns. We rely on
24	University of Arkansas Fort Smith to select those
25	candidates who are ready for this experience. As was

1said in the previous presentation, I don't think it's2for every student who's going through that educator3prep program, but I do think there are some where4this is exactly where they need to be; they're ready5for that experience and they can probably step into a6classroom and be teachers right then.7We're going to utilize one of those high-8performing candidates to fill an open position;9that's how this program works is that the district10has a spot that they've been unable to fill or chose11not to fill so that they can participate in this12program.13We will be compensating these interns at one-14half of the beginning teacher salary. So for Van15Buren that's our step-one teacher salary is16\$42,318, so these teachers will earn .5 of that17beginning year contract.18We will also be identifying a very highly19effective classroom teacher as a mentor teacher to20serve these two interns. We I think you'd find21the perfect situation for this not only do you22find that you have a situation where you have an23opening, but you also want to identify the people who24will best serve as that mentor role. I think these25need to be highly qualified educators who also are		
 prep program, but I do think there are some where this is exactly where they need to be; they're ready for that experience and they can probably step into a classroom and be teachers right then. We're going to utilize one of those high- performing candidates to fill an open position; that's how this program works is that the district has a spot that they've been unable to fill or chose not to fill so that they can participate in this program. We will be compensating these interns at one- half of the beginning teacher salary. So for Van Buren that's our step-one teacher salary is \$42,318, so these teachers will earn .5 of that beginning year contract. We will also be identifying a very highly effective classroom teacher as a mentor teacher to serve these two interns. We I think you'd find the perfect situation for this not only do you find that you have a situation where you have an opening, but you also want to identify the people who will best serve as that mentor role. I think these 	1	said in the previous presentation, I don't think it's
 this is exactly where they need to be; they're ready for that experience and they can probably step into a classroom and be teachers right then. We're going to utilize one of those high-performing candidates to fill an open position; that's how this program works is that the district has a spot that they've been unable to fill or chose not to fill so that they can participate in this program. We will be compensating these interns at one-half of the beginning teacher salary. So for Van Buren that's our step-one teacher salary is \$42,318, so these teachers will earn .5 of that beginning year contract. We will also be identifying a very highly effective classroom teacher as a mentor teacher to serve these two interns. We I think you'd find the perfect situation for this not only do you find that you have a situation where you have an opening, but you also want to identify the people who will best serve as that mentor role. I think these 	2	for every student who's going through that educator
5for that experience and they can probably step into a6classroom and be teachers right then.7We're going to utilize one of those high-8performing candidates to fill an open position;9that's how this program works is that the district10has a spot that they've been unable to fill or chose11not to fill so that they can participate in this12program.13We will be compensating these interns at one-14half of the beginning teacher salary. So for Van15Buren that's our step-one teacher salary is16\$42,318, so these teachers will earn .5 of that17beginning year contract.18We will also be identifying a very highly19effective classroom teacher as a mentor teacher to20serve these two interns. We I think you'd find21the perfect situation for this not only do you22find that you have a situation where you have an23opening, but you also want to identify the people who24will best serve as that mentor role. I think these	3	prep program, but I do think there are some where
 6 classroom and be teachers right then. 7 We're going to utilize one of those high- 8 performing candidates to fill an open position; 9 that's how this program works is that the district 10 has a spot that they've been unable to fill or chose 11 not to fill so that they can participate in this 12 program. 13 We will be compensating these interns at one- 14 half of the beginning teacher salary. So for Van 15 Buren that's our step-one teacher salary is \$42,318, so these teachers will earn .5 of that 17 beginning year contract. 18 We will also be identifying a very highly 19 effective classroom teacher as a mentor teacher to 20 serve these two interns. We I think you'd find 21 the perfect situation for this not only do you 22 find that you have a situation where you have an 23 opening, but you also want to identify the people who 24 will best serve as that mentor role. I think these 	4	this is exactly where they need to be; they're ready
 We're going to utilize one of those high- performing candidates to fill an open position; that's how this program works is that the district has a spot that they've been unable to fill or chose not to fill so that they can participate in this program. We will be compensating these interns at one- half of the beginning teacher salary. So for Van Buren that's our step-one teacher salary is \$42,318, so these teachers will earn .5 of that beginning year contract. We will also be identifying a very highly effective classroom teacher as a mentor teacher to serve these two interns. We I think you'd find the perfect situation for this not only do you find that you have a situation where you have an opening, but you also want to identify the people who will best serve as that mentor role. I think these 	5	for that experience and they can probably step into a
 performing candidates to fill an open position; that's how this program works is that the district has a spot that they've been unable to fill or chose not to fill so that they can participate in this program. We will be compensating these interns at one- half of the beginning teacher salary. So for Van Buren that's our step-one teacher salary is \$42,318, so these teachers will earn .5 of that beginning year contract. We will also be identifying a very highly effective classroom teacher as a mentor teacher to serve these two interns. We I think you'd find the perfect situation for this not only do you find that you have a situation where you have an opening, but you also want to identify the people who will best serve as that mentor role. I think these 	6	classroom and be teachers right then.
 that's how this program works is that the district has a spot that they've been unable to fill or chose not to fill so that they can participate in this program. We will be compensating these interns at one- half of the beginning teacher salary. So for Van Buren that's our step-one teacher salary is \$42,318, so these teachers will earn .5 of that beginning year contract. We will also be identifying a very highly effective classroom teacher as a mentor teacher to serve these two interns. We I think you'd find the perfect situation for this not only do you find that you have a situation where you have an opening, but you also want to identify the people who will best serve as that mentor role. I think these 	7	We're going to utilize one of those high-
10has a spot that they've been unable to fill or chose11not to fill so that they can participate in this12program.13We will be compensating these interns at one-14half of the beginning teacher salary. So for Van15Buren that's our step-one teacher salary is16\$42,318, so these teachers will earn .5 of that17beginning year contract.18We will also be identifying a very highly19effective classroom teacher as a mentor teacher to20serve these two interns. We I think you'd find21the perfect situation for this not only do you22find that you have a situation where you have an23opening, but you also want to identify the people who24will best serve as that mentor role. I think these	8	performing candidates to fill an open position;
11not to fill so that they can participate in this12program.13We will be compensating these interns at one-14half of the beginning teacher salary. So for Van15Buren that's our step-one teacher salary is16\$42,318, so these teachers will earn .5 of that17beginning year contract.18We will also be identifying a very highly19effective classroom teacher as a mentor teacher to20serve these two interns. We I think you'd find21the perfect situation for this not only do you22find that you have a situation where you have an23opening, but you also want to identify the people who24will best serve as that mentor role. I think these	9	that's how this program works is that the district
12program.13We will be compensating these interns at one-14half of the beginning teacher salary. So for Van15Buren that's our step-one teacher salary is16\$42,318, so these teachers will earn .5 of that17beginning year contract.18We will also be identifying a very highly19effective classroom teacher as a mentor teacher to20serve these two interns. We I think you'd find21the perfect situation for this not only do you22find that you have a situation where you have an23opening, but you also want to identify the people who24will best serve as that mentor role. I think these	10	has a spot that they've been unable to fill or chose
13We will be compensating these interns at one-14half of the beginning teacher salary. So for Van15Buren that's our step-one teacher salary is16\$42,318, so these teachers will earn .5 of that17beginning year contract.18We will also be identifying a very highly19effective classroom teacher as a mentor teacher to20serve these two interns. We I think you'd find21the perfect situation for this not only do you22find that you have a situation where you have an23opening, but you also want to identify the people who24will best serve as that mentor role. I think these	11	not to fill so that they can participate in this
14half of the beginning teacher salary. So for Van15Buren that's our step-one teacher salary is16\$42,318, so these teachers will earn .5 of that17beginning year contract.18We will also be identifying a very highly19effective classroom teacher as a mentor teacher to20serve these two interns. We I think you'd find21the perfect situation for this not only do you22find that you have a situation where you have an23opening, but you also want to identify the people who24will best serve as that mentor role. I think these	12	program.
15Buren that's our step-one teacher salary is16\$42,318, so these teachers will earn .5 of that17beginning year contract.18We will also be identifying a very highly19effective classroom teacher as a mentor teacher to20serve these two interns. We I think you'd find21the perfect situation for this not only do you22find that you have a situation where you have an23opening, but you also want to identify the people who24will best serve as that mentor role. I think these	13	We will be compensating these interns at one-
16 \$42,318, so these teachers will earn .5 of that 17 beginning year contract. 18 We will also be identifying a very highly 19 effective classroom teacher as a mentor teacher to 20 serve these two interns. We I think you'd find 21 the perfect situation for this not only do you 22 find that you have a situation where you have an 23 opening, but you also want to identify the people who 24 will best serve as that mentor role. I think these	14	half of the beginning teacher salary. So for Van
17beginning year contract.18We will also be identifying a very highly19effective classroom teacher as a mentor teacher to20serve these two interns. We I think you'd find21the perfect situation for this not only do you22find that you have a situation where you have an23opening, but you also want to identify the people who24will best serve as that mentor role. I think these	15	Buren that's our step-one teacher salary is
We will also be identifying a very highly effective classroom teacher as a mentor teacher to serve these two interns. We I think you'd find the perfect situation for this not only do you find that you have a situation where you have an opening, but you also want to identify the people who will best serve as that mentor role. I think these	16	\$42,318, so these teachers will earn .5 of that
19 effective classroom teacher as a mentor teacher to 20 serve these two interns. We I think you'd find 21 the perfect situation for this not only do you 22 find that you have a situation where you have an 23 opening, but you also want to identify the people who 24 will best serve as that mentor role. I think these	17	beginning year contract.
20 serve these two interns. We I think you'd find 21 the perfect situation for this not only do you 22 find that you have a situation where you have an 23 opening, but you also want to identify the people who 24 will best serve as that mentor role. I think these	18	We will also be identifying a very highly
21 the perfect situation for this not only do you 22 find that you have a situation where you have an 23 opening, but you also want to identify the people who 24 will best serve as that mentor role. I think these	19	effective classroom teacher as a mentor teacher to
find that you have a situation where you have an opening, but you also want to identify the people who will best serve as that mentor role. I think these	20	serve these two interns. We I think you'd find
 23 opening, but you also want to identify the people who 24 will best serve as that mentor role. I think these 	21	the perfect situation for this not only do you
24 will best serve as that mentor role. I think these	22	find that you have a situation where you have an
	23	opening, but you also want to identify the people who
25 need to be highly qualified educators who also are	24	will best serve as that mentor role. I think these
	25	need to be highly qualified educators who also are

1	wanting and willing to do this type of work. I think
2	of it kind of as an instructional facilitator type
3	work or a mentor type work, and I believe we had a
4	lot we have a lot of teacher leaders who are kind
5	of wanting to dip their toe into that type of
6	different role in the building other than just the
7	classroom teacher role.
8	We will continue with layers of support and
9	feedback for those interns and the mentor. We will
10	work with University of Arkansas Fort Smith faculty,
11	building administration, district administration.
12	We'll have lots of layers of support in terms of
13	professional development, observation, feedback for
14	these interns. We also want to include the
15	evaluation piece which was a big part of Fort Smith's
16	program over the last two years. We'll be collecting
17	multiple forms of data. This will include
18	observational data; achievement data, whether it's
19	formative, summative achievement data. We'll also
20	survey; we'd like to know how our teachers continue
21	to feel about it in that building, how our parents
22	feel, how our kids feel. I think that's an important
23	piece to the evaluation process also.
24	So what would this look like in Van Buren, and
25	what do we have in mind for this year? Like I said,

1	we have kind of found ourselves in a great situation
2	to start this model in Van Buren. We have an opening
3	right now at one of our elementary schools; it's
4	Central Elementary in Van Buren. It's one of six
5	elementaries. We actually had a situation where we
6	have a classroom, a 4th grade classroom that we were
7	unable to fill with a quality teacher, and so we also
8	have two interns in that building. So we have kind
9	of the perfect scenario to jump out there and
10	implement this model this year. So how it would look
11	in our at Central is we have two interns placed in
12	these two 4th grade classrooms. We would pull a
13	mentor teacher who would have been in one the
14	other classroom. We've spoken to a teacher that we
15	believe would be an excellent candidate from a
16	mentor; she's very excited about that opportunity, if
17	it's approved. And then that mentor will work
18	directly with both of those interns. Their
19	classrooms are located just across the hall from each
20	other, so logistically it's an easy thing to happen
21	and we'll have that mentor be working with those
22	interns constantly throughout the school day; she'll
23	be providing observation and feedback; she'll be
24	modeling lessons, both whole group and small group,
25	and even intervention; and then just be available to

1	provide any feedback and work directly with our
2	University of Arkansas at Fort Smith personnel also.
3	When we were considering the implementation of
4	this, we wanted to make sure that our staff and our
5	teachers at Central Elementary were onboard. We
6	wanted to give them the information about the
7	program. I know most of them probably haven't heard
8	about it or know much about it, but we gave them some
9	background information; we showed them some data and
10	some information about what Fort Smith has done over
11	the last two years; and we wanted to seek their
12	input. So after one of our PD days at the beginning
13	of school, after we shared that information we
14	actually sent all the certified teachers out a Google
15	form to get their feedback and I included this in my
16	presentation today. They were just simply asked,
17	after hearing more about this model, you know, would
18	you support the implementation at Central Elementary.
19	We had 18 of the certified teachers respond with a
20	72% approval for the program. I included some
21	teacher feedback in my original waiver request packet
22	and in this presentation because I think maybe their
23	comments are the most powerful of the survey, and I
24	highlighted and bold-faced some of the words that I
25	think stand out to me because I think they're the

1	very foundation of the creation of this program and
2	why it's going to be successful and why it's so
3	important. Their feedback uses terms like "hands-on
4	practice" and "learns hands-on support," "realistic
5	sense of the teaching experience," "real world
6	experience," "more time to make the classroom her
7	own," "genuine hands-on learning experience," and
8	"more easily fill teaching positions." And I just
9	think that's interesting for a group of teachers who
10	didn't know much about it that they've giving us back
11	the very information that we know is important to the
12	success of this program. A lot of these teachers at
13	Central I know are within probably their five to ten
14	years of teaching, so I think that the internship
15	experience is very fresh and real to them. So I know
16	that they're excited to see that enhanced and a
17	deeper experience and more meaningful experience that
18	would make these candidates come out ready to step
19	into their classroom that first year.
20	So, in conclusion, I'd just kind of like to say
21	again thank you for your time and consideration of
22	this waiver. We really look forward to implementing
23	this program, not only at Central this year; we've
24	asked for the waiver for five years because we would

love to be a part of this over the next years,

25

1	growing it. Like I said, we have six elementaries
2	moving this program throughout some of our other
3	elementaries, giving our teachers and our principals
4	the opportunity to participate. We would like to be
5	a part of this and continue to be a partner with the
6	University of Arkansas Fort Smith as they grow this
7	program and it evolves over time to meet the needs of
8	the teacher candidates.
9	So at this time if you have any questions Dr.
10	Riley and I are here to answer those for you.
11	CHAIRMAN NEWTON: Okay. Thank you.
12	Dr. Riley, did you have anything that you wanted
13	to add?
14	DR. RILEY: I would just add that I believe the
15	success of the program that we started with Fort
16	Smith Public Schools is in the idea that there is a
17	mentor dedicated to two apprentices. And this is a
18	little bit different than a long-term sub in that the
19	sole role of that mentor is to mentor these two
20	interns. We have found that that is very successful
21	in Fort Smith in allowing the apprentices to get
22	extensive support for a successful path to licensure.
23	CHAIRMAN NEWTON: All right. Thank you.
24	We'll see if we have any questions from the
25	Board.

1 Dr. Moore? Thank you all for your 2 DR. MOORE: Yes. 3 thorough presentation here. I'm curious, so this year it'll just be these two teachers. What do you 4 5 envision in future years, how many might participate 6 in this program? 7 MS. ALLEN: Well, every year in the spring we have openings. I mean across six elementaries 8 9 there's generally a few, a handful of elementary 10 teacher openings. So we would like to, like I said, kind of look for the perfect scenario, not only just 11 12 the opening in staff but we also want to make sure 13 that we have the right person to serve in that mentor So if we have those kind of factors all lined 14 role. 15 up and with the guidance of the University, of UA-Fort Smith, and the amount of candidates that they 16 feel in that semester are ready for that experience, 17 18 I'm hoping that we will always have at least two going each school year for the duration of this 19 waiver. 20 21 DR. MOORE: Will these interns teaching do this for the remainder of the school year? 22 23 MS. ALLEN: In this scenario it's actually just 24 going to be for this semester. This was kind of a 25 late-in-the-game decision. Our opening came up very

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

1	late, like in early August. We weren't anticipating
2	we had a teacher leave to actually become an
3	assistant principal in our district. So this was
4	kind of a late-in-the-game decision and it will
5	for this first implementation cycle it will just be
6	for the fall semester.
7	DR. MOORE: Well, what will happen in the spring
8	semester with those classes?
9	MS. ALLEN: In those classes we hope our goal
10	would be is that one of them would be filled by one
11	of these ladies, by one of these candidates. They're
12	both we're they're both highly qualified
13	candidates, and so we're hoping it will be filled by
14	one of them and then the mentor teacher will assume
15	her role in the other classroom.
16	DR. MOORE: So I have concern about switching
17	teachers mid-year, so that might ameliorate that
18	concern there.
19	And then, lastly, I was interested in your pay
20	structure and what this partnership looks like?
21	MS. ALLEN: So how it has looked in the past is
22	and how Fort Smith did it and has been very
23	successful, we want to continue that model is they
24	paid them half of the beginning teacher salary for
25	the school year.

1 DR. MOORE: Okay. Thank you. (COURT REPORTER'S NOTE: Board Member Dr. Hill 2 arrived at 10:53 a.m.) 3 CHAIRMAN NEWTON: Ms. McFetridge? 4 MS. McFETRIDGE: How much -- yes. How much 5 training has the mentor teacher had? Do you feel 6 7 confident that they've got enough training as being a mentor? 8 9 MS. ALLEN: We do feel pretty -- we do feel 10 confident in her ability. She is a veteran teacher. She has been a teacher leader in her grade level. 11 12 Like I said earlier, this building just happens to be 13 one that's had quite a bit of turnover. There's a lot of young staff. And she has spent a great deal 14 15 of time being a mentor to interns in the past and to 16 new teachers. So she has some experience with 17 working with new teachers. 18 DR. RILEY: Also I would add to that that the mentor teacher in Fort Smith is also mentoring this 19 new mentor teacher. The one that's done it for 20 21 several years is also working with -- will work with 22 the teacher and help her as she fills this role. 23 CHAIRMAN NEWTON: Okay. Mr. Henderson? 24 MR. HENDERSON: Thank you, Ms. Allen, for that 25 presentation. Did I understand correctly that you

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

1 said that the average experienced teacher is five 2 years? 3 MS. ALLEN: I don't have that data specifically. I'm just kind of going off of what I know. I also do 4 Human Resources in this -- in our district, and I 5 know that it's been -- the building has had a lot of 6 7 turnover and there's a considerable amount of young teachers in that building. I would say the majority 8 9 of the staff are 10 years or less. 10 MR. HENDERSON: Thank you. 11 CHAIRMAN NEWTON: Okay. Mr. Sutton? 12 MR. SUTTON: No questions. 13 CHAIRMAN NEWTON: Dr. Rankin? I want to say thank you so 14 DR. RANKIN: Yes. 15 much for this presentation. And I did appreciate 16 that you included in the program feedback that you did, the one-third of teachers who had some concerns 17 18 about this, and I appreciated that you actually listed those concerns out on -- in one of the 19 20 elements of your preparation materials in here. And 21 I just was curious about how you're working to 22 address those concerns by the one-third of teachers 23 who do have some hesitancy about this. Ideally, we'd love to see more universal support from your teacher 24 25 base itself, and I certainly echo Dr. Moore's

1	concerns about the midyear. I know ideally this
2	would be a year-long placement. But mainly looking
3	at the concerns of these teachers and what your
4	thought process on communicating with those teachers
5	about those?
6	MS. ALLEN: Well, I was really appreciative for
7	those comments from our teachers because I think that
8	it gives us some areas to maybe sometimes we
9	didn't think about it from necessarily their
10	perspective. And so I really appreciated those. I
11	think some of their concerns come from just not
12	knowing much about the program or seeing it
13	implemented yet. And so I think once with this
14	hopefully this approval and we get it implemented
15	some of those concerns will lessen over time. I do
16	think the main concerns were about, as Dr. Moore
17	said, to make that transition at semester, and I
18	think we will work toward that. We've had parent-
19	teacher we'll have parent-teacher conferences
20	coming up, we've had open houses, and that teacher is
21	right along beside those interns in those classrooms.
22	And so parents are very aware that they have an
23	intern situation and that they're very supportive.
24	And, honestly, it becomes really like a co-teaching
25	model and it all traditionally it has been that

1	way within elementaries. I was an elementary
2	principal, and so we sort of brought those people
3	into our building and they became like second
4	teachers in those classrooms.
5	DR. RANKIN: Thank you. And one of my other
6	questions was I appreciated in your actual
7	application, what we were just talking about, the
8	detailed explanation of the monitoring and evaluation
9	efforts that you're going to go to. I liked seeing
10	where there was going to be survey data from
11	teachers, students, and parents. And I was just
12	curious if you could talk to how often that survey
13	outreach is going to take place and how quickly
14	you'll be able to implement and assess that data to
15	make continuous improvement.
16	MS. ALLEN: So our parents I'll speak for our
17	parents first of all; they're very used to using like
18	a Google form type survey. We use utilize that
19	within our district a lot. We also do paper in
20	elementary; paper tends to come back a lot. I would
21	like to and what I would foresee in working with
22	the principal of the building is to kind of do a
23	midyear checkpoint or mid-semester checkpoint, and
24	then also at the end. I think that will provide us
25	just really beneficial feedback moving forward of how

1	that might look for our staff. This could be
2	continual feedback, I believe, for them. Just like
3	something as simple as a Google survey, I think we
4	could do that very quickly. We're getting feedback
5	from the mentor teacher and how she's filling it in
6	with the two candidates constantly. And I think
7	that's what drives the program too, is like always
8	growing and learning from what they're telling us.
9	Because like I said, their boots are on the ground,
10	they're the ones in there doing it, and we're just
11	observing and sometimes we may miss some things that
12	we need to do additionally for them in terms of
13	support.
14	DR. RANKIN: Okay. Thank you.
15	CHAIRMAN NEWTON: Ms. Post?
15	CHAIRMAN NEWTON: Ms. Post?
15 16	CHAIRMAN NEWTON: Ms. Post? MS. POST: First, I would just like to say
15 16 17	CHAIRMAN NEWTON: Ms. Post? MS. POST: First, I would just like to say something I love about this program is that it
15 16 17 18	CHAIRMAN NEWTON: Ms. Post? MS. POST: First, I would just like to say something I love about this program is that it provides teachers who maybe are not interested in
15 16 17 18 19	CHAIRMAN NEWTON: Ms. Post? MS. POST: First, I would just like to say something I love about this program is that it provides teachers who maybe are not interested in administration an opportunity to still take a
15 16 17 18 19 20	CHAIRMAN NEWTON: Ms. Post? MS. POST: First, I would just like to say something I love about this program is that it provides teachers who maybe are not interested in administration an opportunity to still take a leadership role within the classroom.
15 16 17 18 19 20 21	CHAIRMAN NEWTON: Ms. Post? MS. POST: First, I would just like to say something I love about this program is that it provides teachers who maybe are not interested in administration an opportunity to still take a leadership role within the classroom. My concern is with that midyear transition. I
15 16 17 18 19 20 21 22	CHAIRMAN NEWTON: Ms. Post? MS. POST: First, I would just like to say something I love about this program is that it provides teachers who maybe are not interested in administration an opportunity to still take a leadership role within the classroom. My concern is with that midyear transition. I didn't I'm from Fort Smith Public Schools. But I
15 16 17 18 19 20 21 22 23	CHAIRMAN NEWTON: Ms. Post? MS. POST: First, I would just like to say something I love about this program is that it provides teachers who maybe are not interested in administration an opportunity to still take a leadership role within the classroom. My concern is with that midyear transition. I didn't I'm from Fort Smith Public Schools. But I didn't hear anything about that. How did that go?

1	DR. RILEY: In Fort Smith Public Schools we have
2	been full-year; we have not been half-year. This
3	will be specific to Van Buren. I if Ms. Allen
4	will allow me I'll talk to the transition just a
5	little bit.
6	MS. ALLEN: (Nodding head up and down)
7	DR. RILEY: What we know though is that that
8	mentor teacher is a part of the classroom every day.
9	She's not in a different classroom; she's co-teaching
10	she will co-teach with these two interns
11	throughout. The students will know her, the parents
12	will know her. And so when she assumes her role back
13	in one of those 4th grade classrooms, and hopefully
14	one of the interns takes that other classroom, there
15	shouldn't be the panic of transition that might ensue
16	if it was a completely new teacher because they will
17	both have been very present in that classroom. And
18	that's the way this is designed. In Fort Smith even
19	we talk about the classrooms having two teachers and
20	that those they work side-by-side to see growth in
21	the interns and for that mentor teacher to serve as a
22	co-teacher in this situation.
23	CHAIRMAN NEWTON: I know Ms. Woods was going to
24	be traveling this morning. So, Ms. Woods, are you
25	with us?

1	Okay. She may come back in a few minutes.
2	My question is also the half-year because I
3	really it's hard for me to understand the logic
4	because the district is not actually saving any money
5	by transitioning out of this at semester. And I can
6	see where it's going to put a lot of pressure on
7	those two interns thinking, well, one of us is going
8	to have a job at semester and then one of us is not.
9	You know, and so I just wonder about, you know, how
10	is that going to affect the dynamics of the
11	relationship, you know, of how they're going to work
12	together. And just the benefits of it being full-
13	year would be tremendous rather than being a
14	semester. So that was my question about this waiver
15	was why was it transitioning at semester; what was
16	the reasoning or purpose for doing that?
17	MS. ALLEN: So our plans moving forward would be
18	for it to be a full year, much like the program was
19	developed in Fort Smith. This was kind of an
20	emergency situation where we had a classroom that we
21	could not fill with a quality candidate. In fact, we
22	have two in Van Buren. Right here in the River
23	Valley next to a college who produces a lot of
24	quality candidates, we still had two positions that
25	we've been unable to fill with quality teachers. We

1	have a 6th grade position and a 4th grade. So we
2	feel like this scenario, even though there might be
3	just a little bit of work with the transition, is a
4	better scenario for the students in that classroom
5	than filling it with a long-term sub that may or may
6	not be certified in elementary education. This is a
7	stronger option for those students who have no
8	qualified teacher this year, no certified qualified
9	teacher. And so I reached out to Dr. Riley and just
10	said, you know, could this be a possibility for us
11	moving forward.
12	CHAIRMAN NEWTON: Yeah, I'm completely onboard
13	with using the intern. It just the half-year I
14	guess is what's bothering me. Are you thinking that
15	do you have the does the 6th grade classroom
16	have a long-term sub now? Is that what you're doing
17	there?
18	MS. ALLEN: It does. Yes, ma'am.
19	CHAIRMAN NEWTON: So you're thinking that this
20	other person might move into the 6th grade position?
21	Is that your thoughts?
22	MS. ALLEN: Well, they would definitely have the
23	option for interviewing for that position.
24	CHAIRMAN NEWTON: Okay. All right. I got it
25	now. Okay. All right. Thank you.

1 I had one question for Ms. Hyatt. Ms. Hyatt, this Class Size and Teaching Load 2 waiver, it can only be used to -- for this particular 3 Is that correct? 4 purpose. 5 MS. HYATT: Yes, that's right. CHAIRMAN NEWTON: Okay. All right. Thank you. 6 7 DR. MOORE: Can I ask you another question, Ms. 8 Hyatt? Is five years what we approved Fort Smith, do 9 you know? 10 MS. HYATT: I can check. DR. MOORE: Okay. And is there a cap on the --11 12 I mean I'm sure, like they said, they're not going to hire 20 of them. But --13 MS. HYATT: So --14 15 DR. MOORE: -- is there --16 MS. HYATT: -- there's not unless you set one. DR. MOORE: Okay. 17 18 MS. HYATT: And five years is the longest that you can grant a 1240 waiver. Of course, you can 19 shorten it. I can run and just double-check on the 20 21 computer for Fort Smith really quickly and see what 22 the length was. 23 Thank you. DR. MOORE: Okay. 24 CHAIRMAN NEWTON: And, Dr. Hill, I didn't mean 25 to ignore you this morning. Did you have any

1 questions? 2 DR. HILL: No, ma'am. No questions. I trust 3 you. CHAIRMAN NEWTON: All right. 4 SECRETARY KEY: I would just point out that, you 5 know, if y'all -- this might sound familiar -- I hope 6 7 it does because this is the type of program that Ms. 8 Saracini described to you last week -- or last month 9 regarding -- and then the team did a great job 10 presenting at the Legislative Committee meeting on Tuesday with the certified teaching assistant and the 11 12 pathway that they are working to create. So, you 13 know, this board has had a lot of conversation over the years about 1240 waivers and, you know, the 14 15 intent of those waivers versus how we would like for them to be used. And this is one of those cases 16 where they're actually using a 1240 waiver, the 17 18 district is, to find a way to get a qualified teacher in a classroom versus the other way that 1240 waivers 19 are used sometimes, which is to have someone in there 20 21 that may or may not be on a path to become certified. So we appreciate the district and UA-Fort Smith and 22 23 their willingness to kind of go outside the norms of 24 what we typically see. 25 I think one thing I'll point -- one other thing

1	I'll point out is that we're talking about
2	elementary. For years now, we know we've had trouble
3	with secondary
4	CHAIRMAN NEWTON: Yeah.
5	SECRETARY KEY: filling positions in
6	secondary. We are starting to see that happen now in
7	elementary. You heard the testimony that, you know,
8	you have a district like Van Buren who's having
9	trouble finding a qualified teacher to be in those
10	roles, to fill those positions. So that is why Ms.
11	Saracini and her team are working so hard to
12	implement some of these pathways so that we can get
13	ahead of this instead of trying to play catch-up from
14	a point behind you know, like a 20-point deficit,
15	Fitz, versus maybe a you know, maybe we're tied
16	right now or, you know yeah.
17	So anyway, I just wanted to point that out that
18	this is the type of thing we encourage districts and
19	their local institutions of higher education to work
20	together on to solve these problems.
21	CHAIRMAN NEWTON: Yes.
22	Ms. Hyatt.
23	MS. HYATT: It was five years, in 2019. So Fort
24	Smith's expires in 2024.
25	DR. MOORE: Thank you.

1 CHAIRMAN NEWTON: Any other questions from the Board? 2 Thank you, Ms. Allen and Dr. Riley, for your 3 excellent presentation. And, most of all, thank you 4 for the support that you're going to give these two 5 teachers that I think that's going to get them off to 6 7 a great start. So we really appreciate the hard work 8 that you're doing in your area, in your community. 9 All right. So we are ready then for a motion to 10 either grant the waiver or deny the waiver. DR. RANKIN: I will make that motion to grant 11 12 the waiver. 13 CHAIRMAN NEWTON: Okay. We have a motion by Dr. Rankin to grant the waiver. 14 15 MR. HENDERSON: Second. CHAIRMAN NEWTON: Seconded by Mr. Henderson. 16 All in favor? 17 18 (UNANIMOUS CHORUS OF AYES) 19 CHAIRMAN NEWTON: Any opposed? 20 Okay. Motion passes. 21 Congratulations. And again I wish you all the 22 best, but most of all we wish those two new teachers 23 So give them all the support that you can. the best. 24 MS. ALLEN: We will do it. Thank you so much. 25 CHAIRMAN NEWTON: Thank you.

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

1	DR. RILEY: Thank you so much. And I would
2	invite any of you over to see what we're doing with
3	this apprenticeship. At any point you would like to
4	come we would invite you to come see what's happening
5	in our classrooms.
6	CHAIRMAN NEWTON: I would love to visit. I
7	would love to visit. Just send an invitation. All
8	right.
9	DR. RILEY: Thank you.
10	MS. ALLEN: Thank you.
11	VI.4. PINE BLUFF SCHOOL DISTRICT - ACT 1240 WAIVER REQUEST
12	CHAIRMAN NEWTON: Our next item, Pine Bluff
13	waiver, you said had been removed.
14	VI.5. PROPOSAL TO REMOVE MARVELL SCHOOL DISTRICT FROM FISCAL
15	DISTRESS CLASSIFICATION
16	CHAIRMAN NEWTON: So we're going to move on from
17	there to something that is exciting, that we're glad
18	to see on our agenda. Ms. Webb.
19	MS. WEBB: Tracy Webb, Fiscal Services and
20	Support.
21	On April 11, 2019, upon the recommendation of
22	the Division of Elementary and Secondary Education
23	the State Board of Education classified the Marvell-
24	Elaine School District as being in fiscal distress
25	status. The district petitions this board for

removal from fiscal distress status and the Division 1 recommends removal. 2 3 CHAIRMAN NEWTON: All right. Who do you have with us this morning? 4 5 MS. WEBB: We do have -- the Superintendent has Covid at the moment and is -- was not able to be 6 here. So we have the district Treasurer/Bookkeeper 7 8 and two board members. 9 CHAIRMAN NEWTON: Okay. Welcome. Would y'all like to come up for just a minute and join us or say 10 anything? We're so proud of y'all. We know it's 11 12 been a lot of hard work. 13 MS. GRANBERRY: Good morning, all. I am Ashley Granberry; I am the district Finance Manager for the 14 15 Marvell-Elaine School District. I am elated to be able to stand here in front of you all --16 CHAIRMAN NEWTON: 17 Yeah. 18 MS. GRANBERRY: -- to be able to petition you -to petition you all to allow us to be released from 19 fiscal distress. It has been an uphill journey, and 20 21 we are definitely excited about it. On behalf of our 22 Superintendent in his absence, he has worked hard 23 countless hours, on and off the clock, to be able to 24 move our district in a direction to not only see 25 growth in our finances but as well with our students

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

1 and our community. Our board president and board members are here today. And like I said -- I am 2 3 super-nervous also. CHAIRMAN NEWTON: That's fine. 4 MS. GRANBERRY: We are definitely, like I said, 5 elated to be able to stand here after a short period 6 7 of time with a first-time superintendent, as well as first-time business manager, to be able to say that 8 9 we move the district from having \$250,000 in the 10 account to having over \$200,000,000 in -- I'm sorry -- \$2,000,000 in the account. Sorry. 11 12 CHAIRMAN NEWTON: I was going to say wow. You 13 got Mr. Roberts' attention back there. MS. GRANBERRY: No. Sorry. And so I'm sure if 14 15 he were here he would have a whole lot more stuff to 16 say; that's his area. He does -- I have the gift of 17 gab, but he has it more than I do. I just will say 18 that we continue to cut corners and -- to keep us in the area that we are in of growth. We are both 19 20 frugal people, to say the least. We're extremely 21 cheap. And so we are continuing to do whatever we 22 need to do to not only move Marvell-Elaine School 23 District in a, like I say, great direction for moneywise, but academic as well. 24 25 That's all I have.

CHAIRMAN NEWTON: Congratulations.

1

2

3

4

5

6

SECRETARY KEY: Madam Chair, I want to just say a very positive word for the district. Certainly, Mr. Anderson would have much, much more to say. If you know Mr. Anderson, he would have much, much more to say about this.

7 But while you're here, I just -- I want to thank you for your support and the hard work that you've 8 done, for the work that our Fiscal Support team has 9 done with this district, and to the board. 10 I met with Mr. Anderson just a few weeks ago and just -- we 11 12 had a frank conversation and, you know, the message 13 that I took away from that was he could not have done that without the close work and cooperation, 14 15 understanding, and partnership with his board. And I 16 just want to say how much I appreciate the work, that 17 they have had a lot of challenges there I mean from 18 -- I mean I won't -- a number of challenges outside the district's control even, in some cases. 19 So that -- I think today is a great day for the 20

20 So that and I think today is a great day for the 21 community of Marvell-Elaine School District and I 22 want to congratulate you.

23 MS. GRANBERRY: Thank you.

24 CHAIRMAN NEWTON: Yes. We echo --

25 SECRETARY KEY: And to you, Mr. Williams and the

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

	48
1	board, everyone, we really appreciate the hard work.
2	(COURT REPORTERS NOTE: Both Marvell-Elaine
3	School District board members in attendance said
4	"thank you".)
5	CHAIRMAN NEWTON: Yes, we do.
6	Any board members like to offer any comments
7	this morning?
8	Ms. Post, did you have oh, Mr. Sutton, go
9	ahead.
10	MR. SUTTON: Yes. I too want to congratulate
11	the district. Several of us came from small
12	districts. I know you guys have, what, less than 400
13	students in your district and we know the importance
14	of what local schools mean to the town, the
15	community, the people that live there. I was curious
16	in reading about the proposal to remove, which I'm
17	sure we will, but what were the primary adjustments
18	that were made that made such a big swing in the
19	finances? Did you do a reduction in force or
20	MS. GRANBERRY: We did. The very we came in
21	2019. At the end of the 2019-20 school year we did
22	do a RIF, which was about a half-a-million dollars
23	for that. Also what we did was made sure that we
24	started utilizing more of our federal dollars so that
25	we could take a strain off of our operating funds.

1	Again, I go back to we're extremely frugal, so we
2	decided not decided well, we did made sure
3	that we made conscious decisions to utilize coupons,
4	my superintendent is an avid yard-saler, and so we
5	did some of those things as well. We made sure that
6	we utilized most of the things that we already had
7	in-house instead of having to make any large
8	purchases.
9	MR. SUTTON: I noticed that I think you guys
10	have, what, 33 mills?
11	MS. GRANBERRY: Yes, sir.
12	MR. SUTTON: Which is low.
13	MS. GRANBERRY: It is. We increased
14	MR. SUTTON: Have you considered a millage
15	increase to
16	MS. GRANBERRY: I think they before we got
17	there they may have tried to do a millage increase,
18	but I don't in our community it probably wouldn't
19	
20	MR. SUTTON: It won't fly?
21	MS. GRANBERRY: No, sir. No, sir.
22	MR. SUTTON: Need to sell hard sometimes.
23	MS. GRANBERRY: It's hard enough getting them to
24	do certain things, so that definitely would probably
25	not be a good we're trying to stay on the good

1 side of the people. We definitely don't want to make 2 them angry. MR. SUTTON: Yeah. I assume you have mostly 3 agricultural land --4 MS. GRANBERRY: Absolutely. Yes, sir. 5 MR. SUTTON: -- and farmers, et cetera? 6 7 MS. GRANBERRY: Yes, sir. MR. SUTTON: Yeah. 8 9 MS. GRANBERRY: We are in a very rural area. 10 MR. SUTTON: Right. MS. GRANBERRY: And just as it was stated 11 12 earlier, if the school was to close then they would 13 _ _ 14 MR. SUTTON: That's right. 15 MS. GRANBERRY: -- kind of nothing. I mean you 16 have to drive 20 minutes to get to Wal-Mart, so --17 MR. SUTTON: They need to know that. MS. GRANBERRY: Yes. So --18 MR. SUTTON: Well, again, congratulations. 19 20 MS. GRANBERRY: Thank you. 21 MR. SUTTON: We're all pulling for you. 22 MS. GRANBERRY: Yes, sir. Thank you. 23 SECRETARY KEY: Mr. Sutton, just to help, you know, at least let you know, let the Board know how 24 25 we support districts in that -- our team looks very

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

1	closely at collection rates in those counties,
2	especially you know, think about Phillips County,
3	and it's a sometimes I mean that county, it's not
4	just Marvell-Elaine, it's several of the districts in
5	that area; and so looking at those tax collection
6	rates, especially in the year of Covid where the
7	economics were challenging even more so. So that's
8	something that our team looks closely at and tries to
9	provide support when they can. And a mill just
10	doesn't bring a lot
11	MR. SUTTON: I know.
12	SECRETARY KEY: too, so as you well know.
13	So we have worked very closely with them, prior to
14	Tracy being onboard; you know, the team that was
15	there then also worked closely with them.
16	And I will say that Mr. Anderson is definitely
17	frugal. And I remember when I think there was
18	some furniture that there was a district that was
19	liquidating some of their items that were very
20	they were great items and Mr. Anderson made a point
21	to get what they needed from that. I mean he really
22	is doing the extra work that they have needed
23	MS. GRANBERRY: Absolutely.
24	SECRETARY KEY: over the last couple of
25	years.

1	MS. GRANBERRY: Absolutely.
2	MR. SUTTON: Is he new, Mr. Anderson?
3	SECRETARY KEY: He is not well, he is he's
4	new, relatively new to the district. He was a
5	longtime principal/administrator in Little Rock,
6	North Little Rock. So he has but he has a lot of
7	experience in larger districts and now he's able to
8	help with that from that experience help
9	MR. SUTTON: But he's new to Marvell?
10	SECRETARY KEY: He's two years, I think.
11	MS. GRANBERRY: And now we embark on our third
12	year this year.
13	SECRETARY KEY: Starting the third year.
14	MS. GRANBERRY: Yeah.
15	SECRETARY KEY: Yeah.
16	MR. SUTTON: Thank you.
17	CHAIRMAN NEWTON: Any other comments over here?
18	DR. RANKIN: Yes. I just want to say
19	congratulations. This is such an intentional and
20	significant effort and hard work. So just carry that
21	congratulations back to your team and let them know
22	that we really appreciate the work that's gone into
23	this appearance today and what this means for the
24	students of your district. It's significant.
25	MS. GRANBERRY: Thank you.

1	MS. POST: So to kind of piggyback off of that,
2	my math teacher brain right now I don't know if
3	Ms. Newton is tracking with me, but what a teachable
4	moment for the students in your district.
5	MS. GRANBERRY: Uh-huh.
6	MS. POST: I taught one of my favorite
7	classes was quantitative literacy, which was a lot of
8	budgeting and real-world math. And I would just love
9	to know that your students are going to get their
10	hands on this data and it will just connect them to
11	the community and the efforts. And then maybe even
12	kind of query your own kids to see where can we go
13	from here to keep that upswing and maybe turn that
14	\$2,000,000 into \$200,000,000.
15	MS. GRANBERRY: I know, right. I would love
16	that.
17	Before if I may say
18	CHAIRMAN NEWTON: Go ahead.
19	MS. GRANBERRY: You mentioned the previous
20	administra I say administration. But Ms. Cindy,
21	she is no longer
22	CHAIRMAN NEWTON: Yeah.
23	MS. GRANBERRY: with ADE, but she was very
24	instrumental and I dare not not mention her. Ms.
25	Tracy has came in and picked up the torch. But Ms.

	54
1	Cindy was very instrumental in the countless hours
2	after hours in assisting us with even thereafter;
3	you know, if you have a question, anybody knows Ms.
4	Cindy; she's
5	CHAIRMAN NEWTON: Uh-huh.
6	MS. GRANBRERY: She has a wealth of knowledge as
7	well. And so I dare not leave here without giving
8	her her kudos, so
9	CHAIRMAN NEWTON: She is excited. I got a very
10	sweet email from her
11	MS. GRANBERRY: Yes.
12	CHAIRMAN NEWTON: this morning saying how
13	proud she was of the hard work that your district had
14	put in.
15	MS. GRANBERRY: Yes.
16	CHAIRMAN NEWTON: And just know Ms. Smith is
17	probably watching this morning
18	MS. GRANBERRY: I know.
19	CHAIRMAN NEWTON: and just beaming from ear
20	to ear about how proud she is. And we thank you,
21	your team, Mr. Rogers' team, Ms. Webb, all of you,
22	because we know it was not just one person; it was
23	everybody working together. And she would want me to
24	pass her congratulations on to you and your team.
25	MS. GRANBERRY: Thank you.

1 CHAIRMAN NEWTON: Anyone over here have 2 comments? DR. MOORE: So I do want to ask, I know 3 financial challenges tie with enrollment. 4 So I wanted to know what your enrollment numbers were this 5 year and if y'all have seen any changes in the past 6 7 few years? MS. GRANBERRY: At the moment, we have 319. 8 9 Well, we have been -- we've seen some changes in the 10 enrollment from the things that we have done, implemented. We were trying to make our -- not 11 12 trying to -- it's making our district more appealable 13 and implementing more things that some of the surrounding districts have that we didn't offer in 14 15 the beginning. One of the things that we have done 16 -- I don't know if you guys -- if you have a chance to, go and watch our Facebook page, and we have had 17 18 some of our teachers to go on video talking about how and what we're doing in the district now and making 19 20 everybody -- asking them to -- ask the people to come 21 I mean when you get -- we see all of and join us. 22 these different ads and things that they have going 23 on, on TV; what are the districts around you doing to make us more -- gosh -- I guess more appealable to 24 25 wanting to come and be a part of our district. And

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

1	not only that, we've had teachers to now that we
2	have certain things that are there, we've had
3	teachers to move their children from where they are.
4	So I guess it's just becoming the fact of the
5	Delta is what we're trying to do.
6	DR. MOORE: Okay. Thank you.
7	MS. GRANBERRY: Uh-huh.
8	CHAIRMAN NEWTON: Anyone else?
9	Mr. Henderson?
10	MR. HENDERSON: Thank you, Madam Chair.
11	This is my first educational board meeting
12	MS. GRANBERRY: Me too.
13	MR. HENDERSON: and I love success stories.
14	It's very intriguing to hear what you guys have done.
15	So I just want to congratulate you.
16	MS. GRANBERRY: Thank you.
17	CHAIRMAN NEWTON: All right. Dr. Hill?
18	DR. HILL: Yes. I want to echo Mr. Henderson.
19	Team work makes the dream work. And I know when you
20	are having to make those cuts and make those
21	decisions and turn-around those are hard
22	conversations, necessary conversations. Leadership
23	is not comfortable, but you don't grow in comfort;
24	you grow in challenges. And you all have grown.
25	Kudos to you. God bless you. Keep serving the

1	community, because education is at the core of us
2	bringing our communities back to what they need to
3	be. So we're proud of you, and any way we can help
4	we're here to serve.
5	MS. GRANBERRY: Thank you.
6	CHAIRMAN NEWTON: Ms. Woods, did you have any
7	comments you wanted to add?
8	MS. WOODS: No, I'll just echo my colleagues and
9	say congratulations. This is a big deal and I hope
10	you guys just relish in the success.
11	CHAIRMAN NEWTON: Yes, that is so true. We are
12	so proud.
13	And so with all of that, I think we are ready to
14	hear a great motion this morning.
15	MR. SUTTON: I'll make the motion to approve.
16	DR. HILL: Second.
17	CHAIRMAN NEWTON: Okay. We have a motion to
18	remove Marvell School District from fiscal distress
19	from by Mr. Sutton and seconded by Dr. Hill.
20	All in favor?
21	(UNANIMOUS CHORUS OF AYES)
22	CHAIRMAN NEWTON: Any opposed?
23	Congratulations.
24	And, Board Members, we want to offer our
25	congratulations to you because we know that y'all

1	were a big part of this team. And we thank you for
2	being here this morning and congratulations.
3	BOARD MEMBER: Thank y'all.
4	MS. GRANBERRY: Thank you so much.
5	[AUDIENCE APPLAUSE}
6	CHAIRMAN NEWTON: Good job.
7	MS. GRANBERRY: Thank you.
8	CHAIRMAN NEWTON: All right. That was I
9	think it made a lot of people's morning. And so we
10	appreciate y'all driving and be safe going home.
11	MS. GRANBERRY: Thank you.
12	VI.6. EDUCATIONAL COOPERATIVE DIGITAL LEARNING REPORT
13	CHAIRMAN NEWTON: All right. Ms. Smith, we're
14	going to do the Educational Cooperative Digital
15	Learning Report. I think this is something that
16	we've kind of all been wanting to hear.
17	MS. SMITH: That's right. So you asked for it,
18	you're going to get it.
19	CHAIRMAN NEWTON: All right.
20	MS. SMITH: I think hearing the digital learning
21	applications that was one thing that was said several
22	times by various board members that we do want to
23	have quick updates, especially from our consortiums
24	or the co-ops. And I must say I know we've got
25	several of them here.
l	

1	I'm going to ask them to go ahead and come in,
2	those that are here in person.
3	So we have Roy Hester who's the director of Guy
4	Fenter Co-op here; we have Brad Horn who's the
5	director of the Wilbur Mills Cooperative here; we
6	have Darin Beckwith who is on the Zoom, he's the
7	director of Dawson.
8	CHAIRMAN NEWTON: Okay.
9	MS. SMITH: Cathi Swan, the director of Arkansas
10	River, is also on Zoom.
11	CHAIRMAN NEWTON: Okay.
12	MS. SMITH: And we also have Kathy Bowlin who is
13	the principal of the Tri-Region Consortium that
14	includes Crowley's Ridge, Northeast, and North
15	Central.
16	And I will say when I called Mr. Hester and
17	said, "Hey, we want to do an update for the Board;
18	will you, you know, get together with the other co-
19	ops and kind of decide how you want to do it? You
20	can come yourself and talk about Guy Fenter or you
21	can" and, overwhelmingly, they all were saying
22	"we'll come and we'll answer some questions."
23	So, some of them provided one-pagers for you.
24	What I did do is I printed them off as hardcopies and
25	you have them at your fingertips for you today; as

1	they're up here presenting then you didn't have to go
2	back. Wilbur Mills is not on the agenda but we'll
3	get it loaded on the agenda. But you should have a
4	hardcopy, just kind of a coversheet for them. Did
5	everyone get one?
6	CHAIRMAN NEWTON: Did everyone get your copy
7	this morning? Anyone not get one?
8	(WHEREUPON, VI.6. Exhibit One (1) was marked for
9	identification and appended.)
10	MS. SMITH: And today really they're here to
11	maybe give you a slight overview of what's going on
12	with their consortium and be able to answer questions
13	that you might have. Okay?
14	CHAIRMAN NEWTON: Okay.
15	GUY FENTER COOPERATIVE
16	MS. SMITH: And so right now I'm going to Mr.
17	Hester is right here. I'm going to let turn it
18	over to him and let him visit with you.
19	MR. HESTER: Good morning.
20	CHAIRMAN NEWTON: Good morning, Mr. Hester.
21	Thank you for joining us.
22	MR. HESTER: Thank you for having us down, I
23	appreciate it; appreciate the State Board and
24	Secretary Key.
25	Now I'm going to be honest I know that's what

1 you want me to do, but it was a challenge as we took this on as a co-op because it's really not what we 2 do, educating kids. I mean we have specialists that 3 go out to our schools and help teachers and we go in 4 and do some teaching of students. But in taking on 5 this K-6 virtual -- again, co-ops, we're kind of like 6 7 schools, you know, we monitor and adjust. So we monitored and adjusted and looked at a way that we 8 9 can help our schools. Because I know a lot of them 10 struggled last year with digital learning, with the classroom teachers trying to do both face-to-face 11 12 learning and digital learning. So we as the co-op 13 directors kind of got together and said, "What can we do to help our schools," and this kind of morphed out 14 15 of that. 16 And at Guy Fenter Co-op we have 22 school

districts -- actually, 21 public schools and one 17 18 charter school in Fort Smith -- and of those schools we ended up having 14 that decided to be a part of 19 20 our virtual learning in some format. When I say 21 that, we started the process back early in the year 22 talking to them about what we were looking at doing, 23 giving them a digital option, and I set a deadline of 24 the spring break. I wanted to know who wanted to 25 participate because I wanted to have plenty of time

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

1	to start advertising, hiring teachers, getting
2	everything in place, getting the digital platform
3	which we're using Red Comet which uses the Buzz
4	platform, which was what a lot of our schools was
5	familiar with. We wanted to keep that familiarity
6	with our students because they had used it in the
7	past. But anyway, we set a hard deadline. I
8	basically said, "How many seats do you want? How
9	many slots do you want?" And it varied from district
10	to district depending on the size and what their
11	parents were telling them. And, you know, a lot of
12	them said, "I really don't know;" it was really just
13	a guess at what they were going to need. But as it
14	went on we ended up having potential for 250
15	students, is what they I sold slots for so-to-
16	speak. That helped me decide how much I needed as
17	far as money to operate the program, purchase the
18	software, hire the teachers, those kind of things.
19	But and I know that was a big question I know back
20	in the spring, "Well, how many students are you going
21	to end up having?" Well, we didn't know. As of last
22	week we had 83, so the numbers were a lot lower than
23	we anticipated which is a good thing because I
24	really believe that face-to-face learning is the most
25	productive and best way for students to learn. Now

1	we do have, for whatever reason, students in our
2	digital learning that the parents want them there
3	because they don't, for whatever they don't feel
4	like their students are safe at school with the Covid
5	or whatever. But it does give those parents an
6	option for their kids.
7	Something that was surprising to me was that our
8	4-6 arena is we have more students in that age group
9	than we did the K-3 area. I guess I was thinking it
10	would probably be just the reverse for some reason,
11	thinking, you know, mommas or mommas are I say
12	mommas, daddies as well are nervous about sending
13	that kindergartner to school. But in a Covid year I
14	thought our kindergarten will be one of our largest
15	classes, but it ended up being one of our smallest.
16	So, kind of interesting information.
17	But anyway, we've we had a virtual open house
18	which was a little different. We had parents of
19	students, had great attendance in that. And I talked
20	to my Coordinator this morning and she said one of
21	the key things that she thinks is making this a
22	success and we feel like we've been very
23	successful students are we're having great
24	attendance. The students, we require them to attend

two sessions per day, one in the morning and one in

25

1	the afternoon, face-to-face sessions. So the teacher
2	is seeing them, working with them, talking to them.
3	But she says one of the key is communication. She
4	said she can't stress that enough. She's
5	communicating with the students, their parents,
6	following up.
7	She shared with me a I'd never heard of this
8	program but it's called Screencastify. Some of you
9	may be familiar with it. But she said it's been very
10	beneficial to her; that sometimes, you know, when the
11	teacher is giving the lesson and they're listening to
12	them they go into the Buzz platform. Sometimes maybe
13	the parent wasn't quite sure what they were supposed
14	to click on or how they were supposed to do it. So
15	she's made numerous of these Screencastifies which
16	basically is a video of herself demonstrating exactly
17	what to do, where to go, what to click on, how to
18	open it. And she said, "And that just solves so many
19	problems with, you know, that technology issue of
20	what do we do." And, you know, in many cases we have
21	not just parents that are raising these students,
22	it's grandparents. So, you know, you add that
23	generational difference and the technology, many
24	times grandparents are very afraid of technology.
25	But we think it's been very good.

1	As you can see on the handout that we gave you,
2	attendance, we've had 82% attendance on the first day
3	and that number continues to grow. We've had 100%
4	attendance in many of our sessions, again, if we stay
5	on them constantly, following up. We've had a lot of
6	feedback, positive feedback from our parents; they
7	feel like that it's working well for their kids.
8	I'm anxious to see as you all know, this is
9	fourth week of school, so progress reports will start
10	coming out next week. And we talked about that a
11	little today as well, that we're working on getting
12	those progress reports back to the schools. Now just
13	like anything, in school, yes, progress reports go
14	home at five weeks. But if we've seen any child that
15	is slacking, not doing their work or whatever, we've
16	been giving that feedback to the schools already. So
17	they already kind of know where those students are,
18	and we've given feedback to the parents as well. So,
19	and I don't know I can't sit here and say we've
20	got anybody failing; hopefully not. But again if
21	there is somebody on that fringe we've already been
22	keeping them informed; it's not going to be a
23	surprise when they get their midterm progress report.
24	So anyway, I don't know what else you guys would
25	like to hear. I'm open for questions

- September 9, 2021

1 CHAIRMAN NEWTON: Okay. MR. HESTER: -- and I'll answer anything to the 2 3 best of my ability. CHAIRMAN NEWTON: All right. We'll see if any 4 of the Board have questions for you this morning. 5 Ms. Post? 6 7 MS. POST: Give me just a minute. CHAIRMAN NEWTON: All right. Dr. Rankin? 8 9 DR. RANKIN: I want to thank you for this report 10 today. Very helpful to us as we're navigating these unchartered waters. I was very encouraged when I saw 11 12 that there's consecutive perfect attendance in some 13 courses. MR. HESTER: Yes. 14 15 Do you have any idea what the DR. RANKIN: carrot is in these particular courses that is 16 prompting that enthusiasm from our students? 17 18 MR. HESTER: I don't know. I'll see if I can find out and let you know. But I don't know what it 19 It seems like it's -- maybe it's something 20 is. 21 different, what my thoughts is. It's something different and it's -- you know, some days they're not 22 23 in their own school. I mean, like I said, we've got 24 14 different schools. Now a student may be in a Zoom 25 classroom with students at the school next door, and

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

1maybe it could be a friend of theirs that lives in2the district which is totally different than what3kids normally experience. If they've got friends4that live in the next town, they don't go to school5with them; with this they get to go to school with6them and they get to see other faces. I don't know7if that's the answer, but8DR. RANKIN: We always look for those bright9spots.10MR. HESTER: Right.	
kids normally experience. If they've got friends that live in the next town, they don't go to school with them; with this they get to go to school with them and they get to see other faces. I don't know if that's the answer, but DR. RANKIN: We always look for those bright spots.	
4 that live in the next town, they don't go to school 5 with them; with this they get to go to school with 6 them and they get to see other faces. I don't know 7 if that's the answer, but 8 DR. RANKIN: We always look for those bright 9 spots.	
 with them; with this they get to go to school with them and they get to see other faces. I don't know if that's the answer, but DR. RANKIN: We always look for those bright spots. 	
6 them and they get to see other faces. I don't know 7 if that's the answer, but 8 DR. RANKIN: We always look for those bright 9 spots.	
 7 if that's the answer, but 8 DR. RANKIN: We always look for those bright 9 spots. 	
8 DR. RANKIN: We always look for those bright 9 spots.	
9 spots.	
10 MR. HESTER: Right.	
11 DR. RANKIN: I was just curious if that was a	
12 certain age, if that was a certain subject, if that	
13 was a certain teacher; you know, what was happening	
14 there, because that's certainly something we want to	
build on. So, congratulations for that.	
16 MR. HESTER: Thank you. Appreciate that.	
17 CHAIRMAN NEWTON: Mr. Sutton?	
18 MR. SUTTON: No questions.	
19 CHAIRMAN NEWTON: Dr. Moore?	
20 DR. MOORE: Yes. I know in some of the virtual	
21 models we've seen tutoring being offered. Do you al	L
22 offer tutoring or time during the day for a student	
23 to have one-on-one	
24 MR. HESTER: Yes.	
25 DR. MOORE: instruction and support?	

1	MR. HESTER: I'm sorry. Yes, we do. We have a
2	paraprofessional that is available to work with them
3	one-on-one or small group. We're also and I think
4	we told you guys in our presen initial
5	presentation that we're trying to work with
6	Americorps and trying to follow back up on that. And
7	they've got young people that are part of that
8	program that are available would be available for
9	tutors. We've also reached out to one of our
10	universities that does teacher training to see if
11	maybe some of their first, second, third year
12	teachers who were already going into the classroom
13	and getting that classroom experience get them in
14	that digital classroom experience, which would be so
15	valuable to them but also valuable to us in just
16	having, you know, the more folks you have to interact
17	with those students. But in most cases, it's kind of
18	like in a regular classroom you've got those students
19	that are doing well and don't need much of that one-
20	on-one, and then you've always got those that do, you
21	know. And the same goes with parents; you've got
22	some of those parents that would like for you to sit
23	and be online with them all day long and hold their
24	hands and their kids' hands, and then you've got
25	those that, "hey, we don't need that, we got it."

1 So I don't know if that answered your question or not. But we are -- we do have one-on-one for 2 3 those students who are struggling. DR. MOORE: Okay. 4 Thank you. CHAIRMAN NEWTON: Ms. McFetridge? 5 MS. McFETRIDGE: I love to hear that as well. Ι 6 7 think the piece of this that I struggle with is a lot of the consortiums and the class sizes -- some of 8 them go up to 50 students. So I was glad to hear you 9 10 can do a one-on-one. Talk about maybe how you break into these small groups and what is your class size? 11 12 When you talk about having 50 students in a K-2 13 classroom -- and I don't know if it's your consortium that does that -- how do you manage that and how do 14 15 we make sure that these students are getting the 16 Science of Reading education that they need? 17 MR. HESTER: Right. Well, every grade level has a schedule of when -- say, first thing in the morning 18 from say 8:00 to 8:40 or whatever is kindergarten 19 20 literacy. So during that session, which the teacher 21 is teaching, she's just teaching kindergarten 22 students. Okay? So it is a small group. Now next 23 she may be -- later on in the morning she's teaching 1st graders, a small group of them. 24 There's only --25 and I don't know the exact numbers; I think we've got

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

1	we've got eight 1st graders. So she's working
2	with eight 1st graders one-on-one. Well, then we
3	also have follow-up in which if they're having
4	problems we have a time where we have an aid who can
5	get online with those students and work with them on
6	any problems they're having after that fact. But
7	when the actual face-to-face instruction is going on
8	there's it's small pretty much small group
9	every time because they've all got a schedule for
10	that lesson. And I didn't give you a copy of those,
11	but I can get you a copy of our schedules if you'd
12	like to see those as well.
13	MS. McFETRIDGE: I think that would be really
14	helpful.
15	MR. HESTER: Okay.
16	MS. McFETRIDGE: Okay. How would your team
17	recognize a student that's got maybe some dyslexic
18	issues that maybe haven't been recognized before when
19	they were in their normal school situation?
20	MR. HESTER: Right. Well, they are all all
21	of our teachers are trained in Science of Reading.
22	MS. McFETRIDGE: Okay.
23	MR. HESTER: So they know pretty much what to
24	look for as a classroom teacher.
25	MS. McFETRIDGE: Sure.

1	MR. HESTER: And we don't have well, I want
2	to say, we have veteran teachers; they're not first
3	or second year teachers. They've been teaching
4	several years. So they've got that teacher insight,
5	they know what to look for. And if they see that
6	struggling problem, then they would refer them to our
7	coordinator who would contact the school, people at
8	the school. We have a point of contact at every one
9	of our schools, whether it's a counselor or principal
10	or whoever, curriculum person. So they contact them
11	and interact and say, "Hey, little Suzy is having
12	we're seeing something; we're not quite sure." At
13	that point their intervention team would contact the
14	parents and say, "Hey, we think there may be
15	potential for some dyslexia or learning disability,"
16	or whatever. That falls back on the local school
17	district to handle those situations. Now if it's
18	something that once they determine yes, there is
19	something, and we can do something to make
20	modifications for that child, then at that point we
21	can do that.
22	MS. McFETRIDGE: All right. Well, thank you.
23	This has been really helpful. And I know for myself,
24	knowing that the districts are in a consortium I feel
25	like there being that another set of eyes that is

in support that's helping that district. And I 1 really appreciate you stepping up and putting this 2 3 together. MR. HESTER: Well, thank you. Appreciate that. 4 CHAIRMAN NEWTON: Mr. Henderson? 5 MR. HENDERSON: Thank you for presenting to us 6 7 today. When I think about virtual schools or virtual training with regards to broadband and also IT 8 9 technical type issues, do you have anything to measure what type of issues you've had or what's the 10 -- how do you measure and calibrate that stuff? 11 Right. Well, initially when we 12 MR. HESTER: 13 talked to our schools about the program and their students we kind of threw the ball in their court --14 15 you know, if you're going to enroll a student or allow a student to enroll in digital learning you're 16 going to have to make sure that they have the 17 18 broadband capability; you've got to provide them with either a hotspot or something, some source which they 19 20 can have the connectivity and the broadband that they 21 I know at my house -- I live out in the need. country and I would hate to think I had a child 22 23 trying to do virtual at my house because who knows, sometimes I'm trying to watch something on Netflix 24 25 and it just sits there and spins. So I would hate

1	that to happen for our kids. So I think most of our
2	schools have taken that at heart because we are
3	rural; I mean we're rural Arkansas everywhere. And
4	that's one of the pre-reqs for being part of the
5	program that the schools set, that you've got to have
6	the broadband necessary for your child to be
7	successful.
8	MR. HENDERSON: Thank you.
9	MR. HESTER: You're welcome.
10	CHAIRMAN NEWTON: Dr. Hill?
11	DR. HILL: No questions.
12	CHAIRMAN NEWTON: Ms. Woods?
13	Ms. Post?
14	MS. POST: On the Dawson flyer specifically I
15	saw something that
16	CHAIRMAN NEWTON: Okay. This is Guy Fenter.
17	MS. POST: Oh, okay.
18	MR. HESTER: That's not that's not
19	CHAIRMAN NEWTON: Yeah. He's Guy Fenter, so
20	MS. POST: Okay.
21	MR. HESTER: Mine is
22	CHAIRMAN NEWTON: All right.
23	MS. POST: My apologies.
24	CHAIRMAN NEWTON: All right.
25	MS. POST: I would still like to speak to

1 CHAIRMAN NEWTON: Sure. 2 MR. HESTER: Okay. Sure. 3 MS. POST: When you were discussing maybe what is engaging students I saw in here show-and-tell and 4 Spy Kids games to see who's showing up on the 5 different Zoom sessions. I think that we are all 6 7 tired of Zoom. So I just love that teachers in general are trying to come up with creative ways to 8 9 engage students in that virtual. So as you push forward with that, just any kind of creative things 10 that can be brought to that virtual classroom I think 11 12 is going to continue just for us to be successful with kids. 13 I agree. 14 MR. HESTER: I agree. Because I have 15 -- I guess from two years ago I barely knew what Zoom 16 was and now I almost cringe when I hear the word, so 17 _ _ 18 MS. POST: Yeah. 19 MR. HESTER: Yes. 20 CHAIRMAN NEWTON: Thank you, Mr. Hester. This 21 has been very informative and it's been very 22 reassuring for us. Because just like you stepped out 23 in unknown waters last spring, we stepped out right 24 there with you. And so just to have this to knowing 25 your success and how well things are going for your

1 students and parents, we just appreciate so much that -- your coming in today and presenting for us. Thank 2 3 you. Thank you. And I appreciate you 4 MR. HESTER: guys. Like you said, you guys stepped out on a limb 5 to allow this to happen. And I know that you care 6 7 about the kids ultimately, you care about the schools -- the struggles that our teachers were facing last 8 9 year and our school districts were facing. And we 10 kind of had a commonality there. That's what we were -- what can we do to help them --11 12 CHAIRMAN NEWTON: Yes. MR. HESTER: -- make it better for our kids. 13 So 14 I especially appreciate you guys. Thank you very 15 much. 16 CHAIRMAN NEWTON: Thank you. Thank you for all 17 your hard work and that your team has done also. 18 MR. HESTER: Thank you. DAWSON EDUCATIONAL COOPERATIVE 19 CHAIRMAN NEWTON: Ms. Smith. 20 21 MS. SMITH: So we have -- our second consortium 22 is Dawson Educational Cooperative and we have Darin 23 Beckwith on Zoom with us. 24 CHAIRMAN NEWTON: Good morning, Mr. Beckwith. 25 MR. BECKWITH: Good morning. Thank y'all for

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

having us.

1

2

3

4

5

6

7

8

9

10

Just a couple of quick comments and then I'll do like any great leader -- you know, you hire great people, then you get the heck out of the way -- and that's what we did when we were given the opportunity to go digital. My Assistant Director, Candiss Bennett, she came -- you know, came to me with some great gains and she didn't fail me on that part. We've got some great people. So I'm going to ask her to come and present here in just a second, so --

But I will tell you this, I think to Roy's point 11 12 the thing about the digital learning is this, that 13 what -- one of the things that we have definitely realized is that it's here to stay, I think, on lots 14 15 of levels and, you know, I think Covid has kind of 16 brought that to us. But at the end of the day I 17 don't think it's going to go away, and in my mind 18 that's necessarily -- not necessarily a bad thing. Because, you know, I think as you hear Ms. Smith when 19 20 she comes to us here in just a second, she's going to 21 tell you some folks -- some of the kids they actually 22 learned a little bit better this way.

And you asked about the attendance. I think that's a big piece of why you see more kids being -the attendance being as good as it is, is because of

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

1	the digital format. But it's also when it comes
2	to the attendance I think they're more attentive
3	because it's more interactive. So that's my take on
4	it.
5	But like I said, the best part for me is we just
6	have an incredible staff running our program. The
7	promise we did make to you was if our numbers shot
8	up, which they did, we would bring in additional
9	staff. We stuck to that. I want you guys to know
10	that we honored our promise. We did bring in an
11	additional teacher to address those numbers.
12	So at this point I would want to introduce
13	Bethany Smith; she's our Coordinator over our K-6
14	digital learning.
15	So, Bethany, if you will, I'll have you jump in
16	right here.
17	CHAIRMAN NEWTON: Welcome, Ms. Smith.
18	MS. BETHANY SMITH: Hi, everyone. Can you hear
19	me?
20	CHAIRMAN NEWTON: Yes.
21	MS. BETHANY SMITH: Excellent. So, first of
22	all, thank you so much for giving myself and my
23	teachers and our students the opportunity to have
24	this virtual option. It's put so many parents and
25	students at ease that they know they can still get a

1	quality education and keep their health and their
2	family's health where they feel most comfortable.
3	And we all know that if you feel safe and if you feel
4	comfortable, then learning can be achieved.
5	And so with that being said, I kind of heard
6	some of your questions and I kind of have some
7	responses to those questions too.
8	One of the biggest things I heard is what does a
9	daily class look like. Well, honestly, our classroom
10	looks just like a regular classroom. We have whole
11	group instruction and then small groups where we can
12	really tailor that, you know, education to where that
13	student really needs some additional help. And then
14	from that we even pull small you know, individual
15	one-on-ones. That way we can Zoom and then use our
16	teachers to work right along with the students on a
17	one-on-one basis, but even with their learning coach
18	which is any family member that is there with them
19	that day. So they can see right as what we're
20	doing with their student the entire time. And I
21	think that's been one of the biggest things that
22	parents have loved about this program is that, you
23	know, in a typical setting, like you said, there's
24	paper documents or there's, you know, Google forms
25	that are sent out that kind of update or a

- September 9, 2021

newsletter that updates parents on what their 1 students are learning. Well, in this situation all 2 they have to do is watch; all they have to do is be 3 present and they can see exactly what their student 4 is working on all the time. They can hear where 5 their student needs help. They can see the small 6 7 groups and the one-on-one attention that the students get. And their progress is updated daily, so they 8 9 know exactly where their student is working and how 10 on task they are and what their grades are looking like that day. And I think parents really love that 11 12 ability to help. I think most parents or quardians 13 really look to be able to help their child the best way they can, and this gives them excellent guidance 14 15 as to how to do that. And our program even offers 16 guardian accounts for those parents so they can go and monitor just right alongside with their child, 17 18 and that's been just a beautiful component, is one of the top things our parents have said. 19 I also know that social-emotional part has been

I also know that social-emotional part has been a big concern as to how you make those relationships whenever you're over a camera. Well, I don't know about you, but for me whenever I watch American Idol or reality TV shows I fall in love with the people that I see on TV. And so those relationships we all

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

know can happen, and in this situation it's with the
students, it's with the teacher, and it's with the
entire class. We have one set of students that, you
know, they just reached out and said, "Like honestly,
we love our teacher and we love this group." And
it's excellent. When you're in a whole group setting
you can see kids talk about in our morning groups
we do Capturing Kids' Hearts, and in our morning
groups they kind of say their good things and a lot
of times that gives you their interests. So we like
to also pull small groups where it just really even
sums it down to the students' interests and those
students can kind of share the things that they like.
Because making those relationships and those bonds of
students, you know, that may be three hours away from
there is a really cool thing to do and really
encourages learning and attendance.
Which brings me to that concept. So you may
have noticed our Spy Kids attendance award. Spy Kids
is really cool. It's a program that one of our
teachers developed and it uses QR codes and they can
watch videos on it and they get their own school
(inaudible). So you get Spy Kids points whenever you
(inaudible). So you get Spy Kids points whenever you come. The attendance of our kids has been off the

1	they want to be a part of that cool learning aspect.
2	As far as RISE, we definitely and we use two
3	additional components to meet our RISE standards,
4	which is the Lexia Core 5 Power-Up for the 6th
5	graders and we also use Heggerty. And then we have
6	one because we're a co-op we have wonderful
7	literacy specialists that actually we meet with them
8	once a month to make sure that we are making all
9	those adjustments for our students and being able to
10	supply all the RISE components for that.
11	So I think the other thing you asked about was
12	class size. Class size, we do not have more than 20
13	kids in a whole group class, so it's always a smaller
14	number. And then our small groups are obviously six
15	or less, and then our one-on-ones are individualized.
16	CHAIRMAN NEWTON: Okay. Thank you, Ms. Smith.
17	We'll see if any board members have questions about
18	Dawson.
19	Dr. Hill?
20	DR. HILL: No, ma'am.
21	CHAIRMAN NEWTON: Mr. Henderson?
22	MR. HENDERSON: No questions.
23	CHAIRMAN NEWTON: Ms. McFetridge?
24	MS. McFETRIDGE: No.
25	CHAIRMAN NEWTON: Dr. Moore?

1 DR. MOORE: No. CHAIRMAN NEWTON: 2 Ms. Woods? Mr. Sutton? 3 MR. SUTTON: No, ma'am. 4 CHAIRMAN NEWTON: Dr. Rankin? 5 DR. RANKIN: I just want to say thank you to Mr. 6 7 Beckwith and Ms. Smith for those testimonials today. And, Bethany, I know you have a special passion for 8 9 social-emotional learning. And so I just wanted to invite you to speak a moment if you have -- in your 10 perfect world, what supports statewide or from the 11 12 Department or from us do you think would be really 13 powerful to see happen in this K-6 virtual learning environment? 14 15 MS. BETHANY SMITH: Well, you asked me a wonderful question and I wish that I had the answer 16 17 ready for you. I think that, honestly, progress 18 monitoring through this and doing some Google forms and trying to get the feedback from the parents and 19 20 the students, and kind of combining that to see, you 21 know, what areas that they feel were reached and what 22 areas that they feel could need, you know, a little 23 more support will be beneficial to us. 24 We are in that first month and I've seen 25 relationships go from where students were afraid to

1talk or scared to share their picture to where now2students are in their rooms and we can see their3background and what kind of cool things that they're4interested in and start making those relationships5and those social-emotional bonds.6So but, Ms. Rankin, if I can get back with7you on that I would love to do so.8MR. BECKWITH: And I would just like to add on9that. You know, I know we've had some feedback via10text and other things so that the parents have you11know, the number one thing that they talk about is12just that human interaction with the teachers versus13 you know, in the past I think digital learning14just dealt with, you know, we rolled out a product15and maybe the human connection wasn't there.16Everybody I mean digital learning is new for17everybody. So it was kind of disconnected from the18standpoint you know, they were a little bit19intimidated and they may make a phone call or shoot20out an email. But having that face-to-face realtime21interaction has been something that has been22extremely beneficial for both sides, I think.23DR. RANKIN: Yeah. Thank you both very much.24CHAIRMAN NEWTON: Ms. Post?25MS. BETHANY SMITH: Thank you.		
3background and what kind of cool things that they're4interested in and start making those relationships5and those social-emotional bonds.6So but, Ms. Rankin, if I can get back with7you on that I would love to do so.8MR. BECKWITH: And I would just like to add on9that. You know, I know we've had some feedback via10text and other things so that the parents have you11know, the number one thing that they talk about is12just that human interaction with the teachers versus13 you know, in the past I think digital learning14just dealt with, you know, we rolled out a product15and maybe the human connection wasn't there.16Everybody I mean digital learning is new for17everybody. So it was kind of disconnected from the18standpoint you know, they were a little bit19intimidated and they may make a phone call or shoot20out an email. But having that face-to-face realtime21interaction has been something that has been22extremely beneficial for both sides, I think.23DR. RANKIN: Yeah. Thank you both very much.24CHAIRMAN NEWTON: Ms. Post?	1	talk or scared to share their picture to where now
4interested in and start making those relationships5and those social-emotional bonds.6So but, Ms. Rankin, if I can get back with7you on that I would love to do so.8MR. BECKWITH: And I would just like to add on9that. You know, I know we've had some feedback via10text and other things so that the parents have you11know, the number one thing that they talk about is12just that human interaction with the teachers versus13 you know, in the past I think digital learning14just dealt with, you know, we rolled out a product15and maybe the human connection wasn't there.16Everybody I mean digital learning is new for17everybody. So it was kind of disconnected from the18standpoint you know, they were a little bit19intimidated and they may make a phone call or shoot20out an email. But having that face-to-face realtime21interaction has been something that has been22extremely beneficial for both sides, I think.23DR. RANKIN: Yeah. Thank you both very much.24CHAIRMAN NEWTON: Ms. Post?	2	students are in their rooms and we can see their
5and those social-emotional bonds.6So but, MS. Rankin, if I can get back with you on that I would love to do so.8MR. BECKWITH: And I would just like to add on that. You know, I know we've had some feedback via10text and other things so that the parents have you know, the number one thing that they talk about is just that human interaction with the teachers versus i.213 you know, in the past I think digital learning just dealt with, you know, we rolled out a product and maybe the human connection wasn't there.16Everybody I mean digital learning is new for everybody. So it was kind of disconnected from the standpoint you know, they were a little bit intimidated and they may make a phone call or shoot out an email. But having that face-to-face realtime interaction has been something that has been extremely beneficial for both sides, I think.23DR. RANKIN: Yeah. Thank you both very much. CHAIRMAN NEWTON: Ms. Post?	3	background and what kind of cool things that they're
6So but, Ms. Rankin, if I can get back with7you on that I would love to do so.8MR. BECKWITH: And I would just like to add on9that. You know, I know we've had some feedback via10text and other things so that the parents have you11know, the number one thing that they talk about is12just that human interaction with the teachers versus13 you know, in the past I think digital learning14just dealt with, you know, we rolled out a product15and maybe the human connection wasn't there.16Everybody I mean digital learning is new for17everybody. So it was kind of disconnected from the18standpoint you know, they were a little bit19intimidated and they may make a phone call or shoot20out an email. But having that face-to-face realtime21interaction has been something that has been22extremely beneficial for both sides, I think.23DR. RANKIN: Yeah. Thank you both very much.24CHAIRMAN NEWTON: Ms. Post?	4	interested in and start making those relationships
7you on that I would love to do so.8MR. BECKWITH: And I would just like to add on9that. You know, I know we've had some feedback via10text and other things so that the parents have you11know, the number one thing that they talk about is12just that human interaction with the teachers versus13 you know, in the past I think digital learning14just dealt with, you know, we rolled out a product15and maybe the human connection wasn't there.16Everybody I mean digital learning is new for17everybody. So it was kind of disconnected from the18standpoint you know, they were a little bit19intimidated and they may make a phone call or shoot20out an email. But having that face-to-face realtime21interaction has been something that has been22extremely beneficial for both sides, I think.23DR. RANKIN: Yeah. Thank you both very much.24CHAIRMAN NEWTON: Ms. Post?	5	and those social-emotional bonds.
8MR. BECKWITH: And I would just like to add on that. You know, I know we've had some feedback via10text and other things so that the parents have you know, the number one thing that they talk about is just that human interaction with the teachers versus13 you know, in the past I think digital learning just dealt with, you know, we rolled out a product and maybe the human connection wasn't there.16Everybody I mean digital learning is new for everybody. So it was kind of disconnected from the standpoint you know, they were a little bit intimidated and they may make a phone call or shoot out an email. But having that face-to-face realtime interaction has been something that has been extremely beneficial for both sides, I think.23DR. RANKIN: Yeah. Thank you both very much. CHAIRMAN NEWTON: Ms. Post?	6	So but, Ms. Rankin, if I can get back with
 that. You know, I know we've had some feedback via text and other things so that the parents have you know, the number one thing that they talk about is just that human interaction with the teachers versus you know, in the past I think digital learning just dealt with, you know, we rolled out a product and maybe the human connection wasn't there. Everybody I mean digital learning is new for everybody. So it was kind of disconnected from the standpoint you know, they were a little bit intimidated and they may make a phone call or shoot out an email. But having that face-to-face realtime interaction has been something that has been extremely beneficial for both sides, I think. DR. RANKIN: Yeah. Thank you both very much. CHAIRMAN NEWTON: Ms. Post? 	7	you on that I would love to do so.
10text and other things so that the parents have you11know, the number one thing that they talk about is12just that human interaction with the teachers versus13 you know, in the past I think digital learning14just dealt with, you know, we rolled out a product15and maybe the human connection wasn't there.16Everybody I mean digital learning is new for17everybody. So it was kind of disconnected from the18standpoint you know, they were a little bit19intimidated and they may make a phone call or shoot20out an email. But having that face-to-face realtime21interaction has been something that has been22extremely beneficial for both sides, I think.23DR. RANKIN: Yeah. Thank you both very much.24CHAIRMAN NEWTON: Ms. Post?	8	MR. BECKWITH: And I would just like to add on
11know, the number one thing that they talk about is12just that human interaction with the teachers versus13 you know, in the past I think digital learning14just dealt with, you know, we rolled out a product15and maybe the human connection wasn't there.16Everybody I mean digital learning is new for17everybody. So it was kind of disconnected from the18standpoint you know, they were a little bit19intimidated and they may make a phone call or shoot20out an email. But having that face-to-face realtime21interaction has been something that has been22extremely beneficial for both sides, I think.23DR. RANKIN: Yeah. Thank you both very much.24CHAIRMAN NEWTON: Ms. Post?	9	that. You know, I know we've had some feedback via
12just that human interaction with the teachers versus13 you know, in the past I think digital learning14just dealt with, you know, we rolled out a product15and maybe the human connection wasn't there.16Everybody I mean digital learning is new for17everybody. So it was kind of disconnected from the18standpoint you know, they were a little bit19intimidated and they may make a phone call or shoot20out an email. But having that face-to-face realtime21interaction has been something that has been22extremely beneficial for both sides, I think.23DR. RANKIN: Yeah. Thank you both very much.24CHAIRMAN NEWTON: Ms. Post?	10	text and other things so that the parents have you
 you know, in the past I think digital learning just dealt with, you know, we rolled out a product and maybe the human connection wasn't there. Everybody I mean digital learning is new for everybody. So it was kind of disconnected from the standpoint you know, they were a little bit intimidated and they may make a phone call or shoot out an email. But having that face-to-face realtime interaction has been something that has been extremely beneficial for both sides, I think. DR. RANKIN: Yeah. Thank you both very much. CHAIRMAN NEWTON: Ms. Post? 	11	know, the number one thing that they talk about is
14just dealt with, you know, we rolled out a product15and maybe the human connection wasn't there.16Everybody I mean digital learning is new for17everybody. So it was kind of disconnected from the18standpoint you know, they were a little bit19intimidated and they may make a phone call or shoot20out an email. But having that face-to-face realtime21interaction has been something that has been22extremely beneficial for both sides, I think.23DR. RANKIN: Yeah. Thank you both very much.24CHAIRMAN NEWTON: Ms. Post?	12	just that human interaction with the teachers versus
15and maybe the human connection wasn't there.16Everybody I mean digital learning is new for17everybody. So it was kind of disconnected from the18standpoint you know, they were a little bit19intimidated and they may make a phone call or shoot20out an email. But having that face-to-face realtime21interaction has been something that has been22extremely beneficial for both sides, I think.23DR. RANKIN: Yeah. Thank you both very much.24CHAIRMAN NEWTON: Ms. Post?	13	you know, in the past I think digital learning
16Everybody I mean digital learning is new for17everybody. So it was kind of disconnected from the18standpoint you know, they were a little bit19intimidated and they may make a phone call or shoot20out an email. But having that face-to-face realtime21interaction has been something that has been22extremely beneficial for both sides, I think.23DR. RANKIN: Yeah. Thank you both very much.24CHAIRMAN NEWTON: Ms. Post?	14	just dealt with, you know, we rolled out a product
 everybody. So it was kind of disconnected from the standpoint you know, they were a little bit intimidated and they may make a phone call or shoot out an email. But having that face-to-face realtime interaction has been something that has been extremely beneficial for both sides, I think. DR. RANKIN: Yeah. Thank you both very much. CHAIRMAN NEWTON: Ms. Post? 	15	and maybe the human connection wasn't there.
18 standpoint you know, they were a little bit 19 intimidated and they may make a phone call or shoot 20 out an email. But having that face-to-face realtime 21 interaction has been something that has been 22 extremely beneficial for both sides, I think. 23 DR. RANKIN: Yeah. Thank you both very much. 24 CHAIRMAN NEWTON: Ms. Post?	16	Everybody I mean digital learning is new for
 19 intimidated and they may make a phone call or shoot 20 out an email. But having that face-to-face realtime 21 interaction has been something that has been 22 extremely beneficial for both sides, I think. 23 DR. RANKIN: Yeah. Thank you both very much. 24 CHAIRMAN NEWTON: Ms. Post? 	17	everybody. So it was kind of disconnected from the
20out an email. But having that face-to-face realtime21interaction has been something that has been22extremely beneficial for both sides, I think.23DR. RANKIN: Yeah. Thank you both very much.24CHAIRMAN NEWTON: Ms. Post?	18	standpoint you know, they were a little bit
 21 interaction has been something that has been 22 extremely beneficial for both sides, I think. 23 DR. RANKIN: Yeah. Thank you both very much. 24 CHAIRMAN NEWTON: Ms. Post? 	19	intimidated and they may make a phone call or shoot
 extremely beneficial for both sides, I think. DR. RANKIN: Yeah. Thank you both very much. CHAIRMAN NEWTON: Ms. Post? 	20	out an email. But having that face-to-face realtime
 DR. RANKIN: Yeah. Thank you both very much. CHAIRMAN NEWTON: Ms. Post? 	21	interaction has been something that has been
24 CHAIRMAN NEWTON: Ms. Post?	22	extremely beneficial for both sides, I think.
	23	DR. RANKIN: Yeah. Thank you both very much.
25 MS. BETHANY SMITH: Thank you.	24	CHAIRMAN NEWTON: Ms. Post?
	25	MS. BETHANY SMITH: Thank you.

1	MS. POST: Hi, Bethany. I just had a quick
2	question. On your student success plans, is that
3	purely academic or is some of the social-emotional
4	being pulled in for parents to see as well?
5	MS. BETHANY SMITH: As far as social-emotional
6	we do keep a running log. Well, so we do Fun Fridays
7	and so we share social-emotional situations in those
8	Fun Fridays and those activities. So parents do get
9	feedback if their student is being involved or if
10	you know, kind of how much involvement they're really
11	having. Because that's not something that we're
12	concerned about, but we have parents that were
13	concerned that maybe that their child would be afraid
14	to share things in the Zoom world. And so, yes,
15	we're giving feedback, not just academically but in
16	that social-emotional realm.
17	MS. POST: So are the success plans though, like
18	is that represented there or is that purely academic?
19	MS. BETHANY SMITH: That's purely academic.
20	MS. POST: Okay.
21	CHAIRMAN NEWTON: Mr. Beckwith, in the beginning
22	you said that you had added a new teacher. So what
23	how many teachers and what are your grade bands
24	now?
25	MR. BECKWITH: Ms. Bethany, do you want to

1 MS. BETHANY SMITH: Yes. 2 CHAIRMAN NEWTON: Okay. MS. BETHANY SMITH: 3 Sure. So we have four teachers. We have a teacher that teaches 4 kindergarten and 3rd, a teacher that teaches 1st and 5 4th, a teacher that teaches 2nd and 5th, and I teach 6 7 6th grade. And nobody has more than 20 students in their current class, and nobody has over 40 students 8 9 in their whole -- like as a total including both 10 grade levels. 11 CHAIRMAN NEWTON: So what are your total numbers 12 for K-6? MS. BETHANY SMITH: I believe it's 144. We've 13 had a lot of ups and downs this first few weeks. 14 So 15 I'm trying to figure out who it worked for and who it 16 didn't work for, because we want to make sure that 17 we're providing an education that's not only quality 18 for us but quality for them too. CHAIRMAN NEWTON: Okay. And, Mr. Beckwith, I 19 want to thank you for following through on what you 20 21 promised us, that if your numbers went up that you 22 would take -- make sure that you had the staff to 23 meet those needs. And so we are very appreciative of that and all of the efforts that your team has put 24 25 into making this a successful program for students

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

1 and parents.

MR. BECKWITH: Well, again, you know, we 2 3 appreciate you guys for giving us the opportunity to do that. Because we know without this digital piece, 4 5 you know, it would have left a lot of kids stranded out there. So, you know, as I said, it takes a 6 7 village; it takes the entire state to get this thing 8 done. And without you guys being open-minded enough 9 to let us to go out and try this it wouldn't have happened either. So I do appreciate you guys' 10 willingness to get back there and support us on it as 11 12 well. 13 CHAIRMAN NEWTON: Okay. Well, we know that y'all put a lot of work into it. And we thank you 14 15 for being here today and giving us an update of 16 what's going on with your program. So, thank you both. 17 18 Thank y'all. MR. BECKWITH: 19 MS. BETHANY SMITH: Thank you. 20 ARKANSAS RIVER CONSORTIUM 21 MS. SMITH: Okay. We have Cathi Swan who's the director of Arkansas River on the Zoom as well. 22 23 So, Cathi. 24 CHAIRMAN NEWTON: Good morning, Ms. Swan. 25 MS. SWAN: Good morning, everyone. Thank you

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

1	for having us. We appreciate the platform to be able
2	to share the good things that are going on in the
3	state and in the co-op world and in the public school
4	districts.
5	So when Ms. Newton opened the meeting with we
6	all know in the brick-and-mortar classroom that right
7	after Labor Day is when everything kind of settles
8	down and just kind of goes "ahhh, I think we're
9	getting it now," it's the same in the virtual world.
10	So I just kept telling my teachers and my principal,
11	"Let's just wait; you know, we're just do
12	everything you can do and we'll settle down. It'll
13	settle down after the holiday." And we have. It
14	has. We still have some issues that we're working
15	through.
16	But I echo everything that Mr. Hester and Mr.
17	Beckwith and their team shared in terms of services.
18	Many of those are the same with us. I will say that
19	one thing that we are different on in terms of Mr.
20	Beckwith and Mr. Hester is that I'm extremely
21	comfortable in this space because I've dedicated 20
22	years of my career to virtual learning and digital
23	learning. So I'm much more comfortable in the
24	virtual space, quite honestly, than I am in the face-
25	to-face world in some instances. So also we had

1	experience with starting Virtual Arkansas for 9th
2	through 12th graders many years ago. And I think
3	back on that time, in our first year of Virtual
4	Arkansas we accommodated 15,000 students, and the
5	second year of Virtual Arkansas we nearly doubled
6	that to about 28,000. So when I look at the scope of
7	our K-6 initiative I can rest fairly easily because
8	we have about 485 students, and so I have 110%
9	confidence that the co-ops are going to be able to do
10	this and do it well just because of the sheer scope
11	and the consortium idea of regions and keeping those
12	numbers smaller in terms of your whole scope. So
13	when we think about taking that 15 \$30,000 for 400
14	we have 485 students, by the way, in our Arkansas
15	River Consortium and that might sound like a lot
16	to you, but to me it looks like a dream because it's
17	not anywhere near 15,000.
18	So I will say that we have also have an
19	amazing staff. We were so fortunate to be able to
20	hire our K-6 virtual academy principal who was a
21	previous member of Team Digital and previous online
22	teacher for a virtual provider that was global, and
23	so bringing that experience to that seat was huge for
24	us. And I did worry about being able to find staff.

Like Mr. Hester said, we wanted to know early on, but

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

25

1	we just couldn't know until so we're still looking
2	right now. We will take applications. And I will
3	say that out to you: if you have any retired teacher
4	friends that want to serve as an interventionist or
5	paraprofessional for teachers, you can give us a
6	call. But we did hire additional staff as well.
7	When this is all said and done we should have six
8	teachers, three paraprofessionals, and we have
9	contracted with retired teachers to provide one-on-
10	one interventions if it gets to be too much for a
11	teacher in a small group and we see they really,
12	really need some intense one-on-one. We have been
13	able to find some master teachers.
14	And so I told y'all I was kind of worried about
15	not being able to find those teachers late in the
16	game, but, you know, the Lord blesses, the Lord
17	works, and they just came to us. And just because
18	just as there are parents and teachers who were not
19	comfortable going back into the face-to-face
20	environment, there are many teachers out there as
21	well that were not comfortable and just simply didn't
22	sign their contracts to go back to the classroom yet,
23	and some early-retired; so they are really, really
24	excited to be able to work again in this space. So
25	we have some teachers that have 25, 28 years

1	experience in teaching, with technology, with library
2	media, that have reached out to us. And we have a
3	wonderful, wonderful staff.
4	One of the things I want to share that I don't
5	know that I touched on last time the question came up
6	is, you know, there is a concern about teacher load
7	and class size, and I totally understand that. That
8	has always been a concern for the past 20 years of my
9	experience in virtual learning. But what I've come
10	to realize is over time you begin to see that the
11	classroom does not necessarily equate to the online
12	digital flexible classroom. Many things we can do
13	the same, and many things are the same, but some of
14	our fixed numbers and fixed processes don't really
15	translate well for kids or teachers.
16	So, for example, here are some of the resources
17	that we have for digital teachers that maybe brick-
18	and-mortar teachers don't have with that fixed
19	number. The curriculum is developed. The teacher
20	supplements, provides interventions and enrichments
21	too, but the curriculum is developed based on
22	Arkansas state standards already packaged for them.
23	The curriculum also assesses and grades automatically
24	through those lower blends levels, the remembrance,
25	understanding, and sometimes even applying allows the

1	teaching team we have a team teaching approach to
2	really focus on those upper levels of learning,
3	because the system is designed to be adaptive. So if
4	each one of you is in one of our classrooms and
5	you're going through the same learning module, but
6	you respond to a quiz differently so I may have
7	not missed any and Ms. Newton may have missed one and
8	Secretary Key may have missed 10 or just playing
9	with you here, Secretary Key. But, you know, based
10	on what I put into the system each one puts into
11	the system, we are branched to another set of
12	learning modules to reinforce, to individualize and
13	personalize that. So those are some things that, you
14	know, we just don't have in that brick-and-mortar
15	space right now. We have people who are blending but
16	are just not there yet.
17	We also layer on the software I talked to you
18	about last time, and I know that many of the other
19	consortiums do the same. On top of that adaptive
20	curriculum that's branched is a source that tells you
21	at any given time as a teacher whether the student is
22	green, which means they're on pace and they are
23	progressing through the system with very little

progressing through the system with very little trouble; and our yellow students that may be -- not be on pace and maybe a little bit -- just a little

24

25

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

1	bit of "come on now, let's try this" or they're stuck
2	somewhere, they're stuck in that curriculum; and then
3	there are those red students that may not have shown
4	up for a couple of days of attendance or just are not
5	progressing. So every day we're going to look to see
6	where those students are and respond right then, call
7	an interventionist, call the school district, call
8	our team of teachers, put together a small group,
9	call the parent facilitator. And that parent
10	facilitator is key. I know we've heard that, but
11	that's something that I don't think we give them
12	enough credit in this environment. It is a very
13	difficult and rewarding task I can imagine to be a
14	parent facilitator, be at home with maybe one or
15	multiple children being their teaching assistant,
16	being their learning facilitator and coach. But that
17	is a great benefit to us with numbers because each
18	baby, each student has their own person that's right
19	there with them; they can reach out on their behalf
20	if they're not comfortable reaching out. So I want
21	us to make sure that we understand that the parents
22	have such a vital role in this whole number.
23	So I just wanted to make sure that you all have
24	a better understanding maybe of all these different
25	tools that are available to digital teachers that

1 make the fixed numbers not work so well in a flexible 2 space. 3 CHAIRMAN NEWTON: Thank you, Ms. Swan. We'll see if any board members have any questions. 4 5 Ms. Woods? MS. WOODS: (shaking head from side to side) 6 7 CHAIRMAN NEWTON: No. Anyone over here? Dr. 8 Moore? 9 DR. MOORE: Yes. Do you all -- like I asked 10 previously, do y'all offer any tutoring? I know you do the one-on-one, but any extra at the students' 11 12 request? If they need help with something they can 13 reach out and get that tutoring? MS. SWAN: Yes, that's the interventionist. 14 15 They are available to teachers, students, parents. Tammy, do you want to talk about the tutoring 16 17 piece? 18 DR. MOORE: Well, I was going to ask too, do you have any mechanisms for your parent facilitator or 19 anyone else to meet in person with the students or 20 21 have in-person checks when and if attendance goes 22 down? 23 MS. SWAN: Ms. Manning. Yes. 24 So, yes. If parents reach out --MS. MANNING: 25 so I have had some parents to reach out and want that

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

1	tutoring. So I set them up with an interventionist,
2	that one-on-one tutoring, or small group and small
3	groups, we're keeping those to about four to five
4	to come in for math and literacy. My vision is to
5	have a paraprofessional for every one of my teachers
6	so that she can also come in he or she can come in
7	and do more of that assisting. We do reach out. We
8	look at reports every day. I try to do that and keep
9	up with that over the last four weeks, touching every
10	student. I can almost call them by name. Even
11	though there's 485, I remember something about them;
12	I try to reach out to parents. I reach out to the
13	districts if they are not attending or they show lack
14	in work, and the parents are usually calling me back
15	or emailing me back to let me know what's going on or
16	they're going to get on it right away. So we are
17	trying to track that the best that we can. There may
18	be a few slipping through. I'm not going to say that
19	we're 100%, but I would like to say that we are. But
20	we will be there and pulling all those onboard and
21	making sure that they are making great progress and
22	attending the Zoom sessions, because I know how
23	important that is. We have had some kickback on some
24	of that a little bit, that, you know, the parents are
25	wanting the flexibility of not being required to

1	attend. And when I explain to them why and the
2	reasoning behind it, a lot of times they're very "I'm
3	okay, I understand." And, you know, I tell them
4	we'll work with them and try to shift those groups.
5	Because just like Bethany had spoke earlier, even
6	though our teacher load we may have 46 students
7	for one teacher, they're I'm having them to keep
8	their whole group Heggerty lessons, that phonological
9	awareness piece every morning to seven to eight
10	students. So they're doing sessions every morning
11	kind of back-to-back. They begin about 8:40; they
12	have their plan time at the very beginning of the
13	day, from 8:00 to 8:40 in the morning. And then they
14	begin their synchronous sessions from 8:40 until
15	noon. So they kind of have those sessions kind of
16	back-to-back. And then they also have after they
17	have lunch they have office hours. For one hour
18	they're required to have a Zoom link open and
19	students are admitted into that Zoom link, or parents
20	or learning coach, whoever it may be, and to be able
21	to ask questions of the teacher to help them. In
22	addition to those small groups that the
23	paraprofessionals are my math interventionist who is
24	a certified teacher, math teacher, retired, that is
25	coming in behind also doing those interventions and

- September 9, 2021

1 that tutoring with the teacher. DR. MOORE: 2 Thank you. 3 MS. MANNING: Yes, ma'am. CHAIRMAN NEWTON: Questions over here? 4 No? Dr. Rankin? 5 DR. RANKIN: I do. Thank you. 6 7 Cathi and Tammy, both, thank you for these updates. 8 9 And, Cathi, your expertise in this area and your institutional knowledge is just phenomenal. 10 And I was trying to think of how to ask this just out of an 11 12 abundance of feeling so responsible for these digital 13 learning plans that are coming through and this virtual reality that we find ourselves in. What is 14 15 it -- based on your experience that you have in this field, what you've seen, in preparation for trying to 16 17 look around the curve, trying to see around the 18 curve, what's next? What should be on our radar? What keeps you up at night about these -- this 19 approach going forward? And what is it that you 20 21 would like for us to really bare in mind as we continue to look at this and make decisions and be 22 23 intentional going forward? I just thought I'd pick 24 your brain on that for a minute. 25 MS. SWAN: I don't know how much time you have.

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

1

2

19

I love this question. Thank you so much for asking it, Dr. Rankin.

But the first two things that come to my mind --3 the first one is I would like to thank you and 4 encourage you. As a board, you have a legacy. Over 5 the past 20 years of when Mr. Boardman would come in 6 7 front of you and ask you something that may or may not have sounded like it made any sense, but 8 9 (inaudible) wonderful, innovative project that he's benefitted from, you all have approved and given 10 flexibility for innovation for I know at least 20 11 12 years. So thank you for that.

And I would continue -- hope that you would continue -- encourage you to even if you have concerns about it, if you feel really good about the people who are presenting the information, the experts, that this could be a good thing, to still take those chances.

So that's the first thing.

20 And the second thing is broadband access for 21 Arkansas. We -- you know, I don't even know if we 22 have enough time to talk about that, but I know the 23 Department has made great gains over the past few 24 years working with Telco providers, the Governor's 25 office. I know it's on the forefront for Arkansas.

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

1	But until we get over that hurdle I don't know that
2	we will ever get where we need to get with virtual
3	learning for students that live in rural areas. I am
4	a poultry farmer I'm not. I'm not, my husband is.
5	But we are a poultry farming family and so we always
6	live in a rural area and I have very limited access.
7	And so I'm what it keeps me up at night is
8	thinking of these 485 students, I wonder if they're
9	going to struggle if they live out where I live. And
10	so that's what keeps me up at night and so I'll do
11	anything I can to assist with that as a co-op
12	director. I know the co-op director network will
13	assist with anything that you all can do to make sure
14	that we keep pushing for broadband in Arkansas for
15	rural areas.
16	Thank you for asking that question, Dr. Rankin.
17	DR. RANKIN: Thank you.
18	CHAIRMAN NEWTON: Any other questions?
19	Thank you, Ms. Swan. You made us feel much
20	better. You know, from the beginning I think numbers
21	were a huge question for us. But the way your
22	background and the way you explained what the
23	teachers are doing and the supports they have I think
24	make us feel much better about the 485 students that
25	you are working with. So thank you for that.

1	Now I did have one quick question, and I know I
2	probably have it written down somewhere but I just
3	don't have it in front of me. What is the curriculum
4	that your program is using?
5	MS. SWAN: Ms. Manning.
6	MS. MANNING: Our curriculum is from we're
7	purchasing our content from Edgenuity, but then we
8	are also layering it with Heggerty, the phonological
9	awareness piece, for our synchronous sessions. And
10	then we also have Lexia for the other four components
11	of the RISE initiative.
12	CHAIRMAN NEWTON: Okay. All right. All right.
13	I knew I had it written down somewhere but I just
14	didn't have it in front of me right now.
15	So thank you, both, for joining us and thank you
16	for the hard work that you're doing for our students.
17	MS. MANNING: Thank you.
18	MS. SWAN: Thank you for the time and keep on
19	innovating Arkansas. Keep on.
20	CHAIRMAN NEWTON: All right. Thank you.
21	WILBUR D. MILLS COOPERATIVE
22	MS. SMITH: We've got two more consortiums here.
23	The next one is Wilbur D. Mills and we've got Mr.
24	Brad Horn.
25	CHAIRMAN NEWTON: Welcome, Mr. Horn.

1 MR. HORN: Good morning. 2 CHAIRMAN NEWTON: Morning. MR. HORN: Brad Horn, Wilbur D. Mills Co-op 3 I want to thank you for letting me come 4 Director. speak to you today. 5 Before I get started, I want to brag on some 6 7 people and I'm going to start with DESE and units 8 I'm pretty close to one individual that was here. 9 rating the applications that we would send in and they put a great deal of time -- I don't know that 10 everybody realizes how much time they put in to help 11 12 us help our districts. And that's a tough process, 13 like Mr. Hester said; I agree. That first application my team put together we got kicked back 14 15 within a couple of days and we had to have a -- kind 16 of a group hug because it was tough. We thought we'd 17 put together a good plan. But in hindsight, looking 18 back, as we've gone through this process that situation helped us immensely in getting out 19 applications ready and helping our districts submit 20 21 their applications for what you needed. Okay. So a lot of work has gone into it. 22 23 I want to brag on my team at the Co-op. Like 24 Mr. Beckwith said, a good leader gets out of the way. 25 And I wish I could put a picture of them up there to

1	show my leadership team that's worked on this for our
2	districts at the Co-op. In fact, I'll tell you my
3	arm is about to vibrate off because I've got one of
4	them that's texting me as you're asking questions,
5	and this is what we do. Okay. But that's what's so
6	great about them. I wish I could take credit for
7	putting them together, but I inherited it. But I've
8	got a great team there at the Co-op.
9	And then I'll go down to the district level. We
10	have had routine contact with our points of contact.
11	We have a POC at every district who's participating,
12	and the Technology Coordinator at that district is
13	involved in that process. We just had a Zoom this
14	I lose track of days; I think it was may have been
15	the end of last week just to kind of touch base
16	and let us know how our provider is operating and how
17	things are going. And then, you know, as with any
18	new process there are bugs that bugs in the system
19	that we've had to work out. And our leadership team
20	has met with Pearson's leadership team and we've
21	knocked it out as quickly as we can to get rolling.
22	And then, like everybody has said, this isn't
23	that you made it difficult, and we appreciate the
24	fact that you've allowed us to take on this endeavor.
25	So I'll get started now.

1	We do have we've got a 17-member district
2	cooperative; 11 districts are participating in our
3	consortium; 67 I may go wrong a little bit on
4	numbers but 67 is where we're at right now. We
5	have added a district which you approved outside of
6	our cooperative, so that those numbers will go up
7	a little bit more there, just participating so we
8	could help them out with our provider.
9	I'll try to answer some of your questions that
10	you've asked as we go along.
11	First, our we are using Pearson, teacher and
12	content, so we went a little bit different route
13	there. As Director of the Cooperative, I was
14	hesitant to hire a teaching staff because, like Mr.
15	Hester and several have said, it was hard for them to
16	give us numbers so we could know what to do. I was
17	afraid of over-hiring or under-hiring. So we did go
18	with teacher and content, and that was a decision I
19	gave my board options and they chose Pearson with the
20	teacher provided with the content. Class size was a
21	concern for us. Like Ms. McFetridge asked, we are K-
22	3; I think we're 30 50-to-1. And then 4-8
23	again, my numbers may be a little bit off there, but
24	we're 36 or 37-to-1. The one thing about that, and
25	one thing I've been overly impressed with with our

1	digital program is that these students in some ways
2	are monitoring more closely than students in brick-
3	and-mortar. Okay. And I'll explain that. I get
4	carbon copies whenever the Pearson rep sees that
5	there's a lag, if there's an issue, and then so
6	I'm involved in it even they send me a carbon-
7	copy. But there's a Pearson teacher that's watching
8	that and a Pearson representative that's watching it;
9	our teacher or our point of contact at the district
10	and the Technology Coordinator is involved in it, and
11	my leadership team is involved. So there are a lot
12	of safeguards to make sure that students aren't
13	falling through the cracks, because that was a
14	concern. Just like everybody, the class size was a
15	concern to us. So far, it's worked well we're
16	only four weeks in though, so we'll see where it
17	goes. But we are keeping a close watch on that.
18	Social-emotional learning is it was an issue
19	for us; that was a question we had. And that's
20	something that Pearson has embedded within that
21	curriculum. So there are social-emotional lessons
22	provided to students by the Pearson teacher, so we
23	feel good about that.
24	Daily synchronous and so our lessons are
25	provided to those students by teachers. We also have

1	check-ins from that point of contact for the district
2	with those students on a weekly basis; so daily
3	contact and weekly contact by the district.
4	As far as tutoring, I think someone asked about
5	tutoring we do Pearson offers that. They go
6	one-to-one; they offer a one-to-one situation. But
7	in addition this goes back to what I said about
8	the district or the safeguards that are in place,
9	the students can come to the district. All they have
10	to do is reach out to the point of contact and they
11	can receive face-to-face help in person from district
12	personnel. So Pearson covers that, as well as the
13	district.
14	We also have now I was a secondary teacher,
15	so I'm not as familiar with Carpet Time. But Pearson
16	does have a Carpet Time for K-3 or K-4. Right? And
17	then there's a homeroom class for 5-8 that's offered
18	and those students are in there on a daily basis.
19	I may have skipped some questions, so I'll
20	finish there and see if anybody has any questions.
21	CHAIRMAN NEWTON: Okay. All right.
22	Any questions over here?
23	Anyone over here?
24	Ms. Woods?
25	MS. WOODS: (shaking head from side to side)

CHAIRMAN NEWTON: All right. I think you've 1 done a great job of covering the information. If you 2 had it to do again, would you still use an outside 3 provider or would you go with a team at your co-op? 4 MR. HORN: To be honest, I think I would use an 5 outside provider with the teacher and the content. 6 7 There was one concern of mine; I'm a young -- not 8 young in age, but I'm young to a superintendency, 9 only two years, and then first year as a co-op 10 director. But one of my concerns was I knew individuals, like Ms. Swan said, that would want the 11 12 co-op to teach virtually, and I don't want to do that 13 to my districts. That's one thing. I know -- I was at a small school and it's hard to get a teacher, so 14 15 that's one reason we didn't do it. 16 But the other reason is because we just didn't 17 know numbers, you know. 18 CHAIRMAN NEWTON: Right. MR. HORN: And I'll tell you in the beginning I 19 20 had -- one district told me 300 kids; they've got one 21 kid. So if I --22 CHAIRMAN NEWTON: Yeah. 23 MR. HORN: If I -- they have one kid virtual 24 right now. 25 CHAIRMAN NEWTON: Right. Yeah.

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

	106
1	MR. HORN: So if I'd have hired a staff I
2	could've been in a little bit of trouble there.
3	CHAIRMAN NEWTON: Yeah.
4	MR. HORN: Of course, with the uptick in Covid
5	we've seen a little bit of an increase, so I might've
6	been okay. But that was a concern for me with hiring
7	staff.
8	CHAIRMAN NEWTON: Okay. All right. I think
9	that was my only question. So thank you so much for
10	being here today.
11	MR. HORN: Yes, ma'am.
12	CHAIRMAN NEWTON: And thank you for what you're
13	doing for your students.
14	MR. HORN: Thank you.
15	CHAIRMAN NEWTON: All right.
16	TRI-REGION CONSORTIUM
17	MS. SMITH: So our last consortium is our Tri-
18	Region Consortium. It's three co-ops. Again, it's
19	Crowley's Ridge, Northeast, and North Central.
20	Gerald Cooper may be on the Zoom. I know Pam Caster
21	
22	We might have to let her in, Dan.
23	They're on the Zoom too. But I believe their
24	I think their principal the main person here is
25	Kathy Bowlin to present today.

1 CHAIRMAN NEWTON: Okay. Welcome, Ms. Bowlin. Thank you. Good morning -- or good 2 MS. BOWLIN: afternoon. It's about time for lunch, isn't it? 3 I'm Kathy Bowlin and I am the principal 4 coordinator of the Tri-Region virtual program that 5 consists of the three co-ops in the northeast/north 6 7 central part of the state. 8 To start with, kind of like Mr. Horn had said, 9 when we first started completing the plan it was kind 10 of like we were just answering essay questions; you know, we were going through answering those 11 12 questions. But then when we got our plan back --13 because we had worked really hard and thought it was good. We had to dig deep and figure out how to --14 15 how are we truly going to do these things and make them happen for our students, and how are we going to 16 address that Science of Reading piece in there and 17 18 make sure those students were getting that phonemic awareness and that -- how are the schools going to 19 20 support and how are we going to keep contact and 21 communication. So I know that was a lot of work and 22 it's been a long process for you and us, both, but I 23 feel like it helped us to develop a good program for 24 our students in our area of the state. 25 We support 21 school districts from that area.

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

1	We have around 200 students at this time. Right now,
2	as I think maybe Bethany said, our numbers go up and
3	down. Some students have decided it's better to go
4	back to school and then some decide, you know, if
5	they want to come. But we have around 200. We do
6	have the capacity to serve more, as needed. We
7	like the other co-ops, we sold slots to figure out
8	our budget, to see how much, you know, we would need
9	for each student. So we had to get a number, and
10	that changed. We kind of had a hard deadline also in
11	the spring and then we kept moving that deadline as
12	Covid changed. So we try to accommodate as much as
13	we can.
14	Right now we have ours is a little bit
15	different. We've decided to develop our own
16	curriculum, so we're not using an outside source. We
17	have one teacher per grade level. So we have 10
18	teachers total hired right now and we did that we
19	didn't hire as many as what our numbers that we
20	had sold slots, but we knew we could add more if we

teachers total hired right now and we did that -- we didn't hire as many as what our numbers -- that we had sold slots, but we knew we could add more if we needed. But we have more than what we need. We have nine in our classrooms -- one kindergarten class, one first, and then two second, a third, fourth, two fifths, and a sixth. And our numbers -- it's about

20-to-1 in kindergarten and then 25-to-1 -- I mean

21

22

23

24

25

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

1	kindergarten to 2nd, sorry, and then 25-to-1 3rd to
2	6th. We have that tenth teacher; she is helping
3	develop curriculum. She's she helps me in meeting
4	with teachers to help them with digital strategies.
5	We did a lot of that before school started, but then
6	now that's kind of what she's doing a lot of right
7	now.
8	We researched curriculum. Just the CKLA Amplify
9	is what we're using for our reading/literacy/writing
10	piece and it's on the recommended list by DESE. It's
11	a very good program. But then we're also
12	supplementing with Lexia Core 5 and that really
13	addresses those components that might have been
14	lacking, and then also Heggerty for that phonemic
15	awareness in K-1. For math we're using Illustrative
16	Mathematics. I was a math specialist prior to this
17	position, and so a lot of the professional
18	developments we did we based a lot of ours on lessons
19	out of Illustrative Mathematics because it's a great
20	support of it really works in those Arkansas
21	standards for math and it has a lot of that
22	discussion and things that we want our students doing
23	in a math classroom. So that's why we decided to
24	choose the Illustrative Mathematics; so the teachers
25	are using that to use for their math.

1	So we're developing the curriculum. And I do a
2	lot of I try to make time every day to get into at
3	least two or three of the classrooms just to see
4	what's going on. It's great to see I have a
5	secondary back, but I've really had to I mean it
6	is the first time I was in a 1st grade classroom
7	on there it was very interesting; had 22 little faces
8	on there and, you know, they're just being kids. But
9	we have a learning coach, a facilitator parent/
10	grandparent, whatever you want to call it, with every
11	student. And our teachers are doing a great job of
12	encouraging that and making sure, you know, "can you
13	get your parent to help you do this," or, you know,
14	"is mom there, is dad there." And if not, you know,
15	they set up a meeting and figure out, you know, "we
16	need you there with your child."
17	I have to brag on our teachers. We I didn't
18	realize there were that many good quality teachers
19	that wanted to do virtual. I figured they all wanted
20	to be in the classroom. But we have some great
21	teachers who are putting in day and night hours. And
22	I talk to them from 6:30 in the morning till 10:30 at
23	night sometimes, off and on, just about different
24	issues.
25	I figure I think our biggest piece that I've

1	been happy with is our school district support. We
2	talk to we have a point of contact, and that could
3	be a principal or a counselor, curriculum director.
4	But we have that point of contact. But we, you know,
5	gave that list to the teachers this is who we talk
6	to at the school, but it's been such a bigger group
7	of people that we've communicated with. We've had to
8	work with the principals if they're not we've had
9	to work with the counselors, the eSchool person
10	because of getting things you know, setting that
11	up with our teachers. The special education
12	teachers, that has been a lot more than I expected.
13	But they're very willing to work with us and help us
14	help their students. I feel like everybody from our
15	teachers, our specialist at the co-op, and then the
16	everybody at the school districts and the parents
17	and families have those students' best interests at
18	heart. So I feel like that's what I've been the most
19	pleased with with this is kind of like I think
20	Tammy said, we have 204 students right now and I
21	think I could tell you every one of them by name and
22	something about them and, you know, what's going on
23	with them, because it's a keep-up-with and keep up
24	with their grades. They communicate with the
25	parents, families at least once a week and most of

1	them, it's more than once a week because the families
2	are involved and they want to know what's going on.
3	So at least once a week. We have a we've had to
4	because we're using our own curriculum we're using
5	Google Classroom, so everything we've done we've had
6	to create spreadsheets and reports and, you know,
7	grades and make sure that confidentiality is there so
8	that only the people from this school district see
9	those students. So there's been every time we do
10	something it makes us realize there's 10 more things
11	to do to make that happen, so it's been a great
12	learning experience for me and for our technology
13	people at the co-ops.
14	But the that communication piece with
15	everybody I feel like has been our biggest our
16	best thing that's come out of this.
17	So do you have questions or
18	CHAIRMAN NEWTON: I bet we do.
19	We'll start over here. Anyone over here have
20	questions?
21	MS. POST: I am an Illustrative fan.
22	MS. BOWLIN: Great.
23	MS. POST: So I would just like to request data
24	as you implement that program. I'd love to know how
25	it goes over with the students.

1 MS. BOWLIN: Yes, I'm excited about the data I'm wanting to see it. 2 too. CHAIRMAN NEWTON: Okay. Dr. Rankin? 3 Thank you for that report and for 4 DR. RANKIN: the hard work that's gone in and building a program 5 from the ground up. And I'm so impressed that you're 6 7 so connected individually with literally a couple of hundred students. I mean that's pretty amazing. And 8 9 that you hop in and out of the sessions. I think 10 that value probably cannot be overstated how important that is for relationship-building and just 11 12 support across the board. Teachers, students, 13 parents see that. I think that's amazing. And I just want to -- a question that made me think -- do 14 15 you also see that popping in and out at the district 16 level? Like do you see that representation where occasionally students can see their principal pop in 17 18 and out of a classroom or their superintendent pop in and out? I was just curious about that. 19 In the Zooms or --20 MS. BOWLIN: 21 DR. RANKIN: Yes. 22 MS. BOWLIN: Yes, we have had some principals 23 from a couple of the districts -- and we shared all 24 of the Zoom links with them so that they -- you know, 25 so that they have that option. And we have had --

1	from two or three of our districts especially we've
2	had some. And I feel like that's something we talked
3	about we would we made that available to everyone,
4	but everyone hasn't taken advantage of it yet. But,
5	yes, we have had some.
6	DR. RANKIN: I love that idea just for keeping
7	those relationships strong, especially if students
8	end up going back to in-person
9	MS. BOWLIN: Yes.
10	DR. RANKIN: instruction, you know, on campus
11	they haven't lost that relationship building.
12	MS. BOWLIN: Yes.
13	DR. RANKIN: But it's neat that I feel like
14	you all are filling in the gap with that and building
15	that sense of community in a new way.
16	MS. BOWLIN: Yes, exactly.
17	DR. RANKIN: So congratulations for that.
18	MS. BOWLIN: Thank you.
19	DR. RANKIN: Thank you.
20	CHAIRMAN NEWTON: Mr. Sutton?
21	MR. SUTTON: No, ma'am.
22	CHAIRMAN NEWTON: Over here, anyone?
23	Ms. Woods?
24	MS. WOODS: (shaking head from side to side)
25	CHAIRMAN NEWTON: Okay. All right. And I'll

1	kind of ask the same question. You decided as a
2	group to develop your own curriculum. Would you make
3	that same choice again or would you go with a package
4	instead?
5	MS. BOWLIN: You know, when we first started,
6	like August, and it was, you know, in anticipation of
7	school starting, I was thinking, oh my gosh, what
8	have we done; you know, maybe we should but now
9	that we've gotten into it and I've seen how
10	passionate the teachers are about it and how it's
11	going, I think I would make the same choice again of
12	building the curriculum.
13	CHAIRMAN NEWTON: Okay.
14	MS. BOWLIN: We know the standards, and the
15	teachers know the kindergarten/1st grade teachers,
16	they know those standards like I mean they
17	probably eat, sleep and dream about them. But
18	they're doing a great job with making sure those
19	standards are being met, but also in fun and engaging
20	ways the students are engaged. So, yes, I think we
21	would I think I would make the same decision. I'm
22	not sure about
23	CHAIRMAN NEWTON: Yeah.
24	MS. BOWLIN: the rest of the directors.
25	CHAIRMAN NEWTON: Yeah.

	116
1	MS. BOWLIN: But I think my
2	CHAIRMAN NEWTON: Well, I think it fits the
3	situation because you're keeping your class size
4	numbers small where the teacher can then develop the
5	curriculum. But in other cases where the class size
6	numbers may be larger, like Ms. Swan was talking
7	about, it fit better to have the developed curriculum
8	that monitors students. So, you know, I think that's
9	what we do all across the state; we make what we do
10	fit our individual needs.
11	MS. BOWLIN: Yeah.
12	CHAIRMAN NEWTON: And so that sounds like what's
13	happening. So thank you so much for coming today and
14	presenting to us.
15	And I don't know if any of the ones that are
16	joining online have any comments that they wanted to
17	add from your member schools and districts?
18	I'm not hearing anyone speak up, so I guess not.
19	Okay. Well, thank y'all all for joining us this
20	morning from the Tri-Region.
21	I know we had one more co-op, Northwest, that
22	they're not on. And maybe they can just send us
23	something via email or a one-page something similar
24	to kind of let us know what's going on with them.
25	MS. SMITH: We can do that.

1	CHAIRMAN NEWTON: So thank all of you Directors
2	taking time out of your day to be with us today. We
3	really appreciate it. Whether you're here in person
4	or online with us, we appreciate your time. But more
5	than that, we appreciate the efforts that have gone
6	into this. I know it's not been easy. And sometimes
7	the things that we ask you to do, and go back and do,
8	and then go back and do made it difficult. But, you
9	know, we all wanted what was best for students and,
10	you know, we have that in common. And so we really
11	appreciate your work and all that you've done. So
12	thank you for being here this morning.
13	With that, I think since it is afternoon this
14	would be a good time to break for lunch.
15	Mr. Key.
16	SECRETARY KEY: Before we leave that item, I
17	think since it's on the action agenda we probably
18	just need a motion and a vote
19	CHAIRMAN NEWTON: Okay.
20	SECRETARY KEY: to accept the report.
21	CHAIRMAN NEWTON: Okay. So we need a motion to
22	accept that report then.
23	MS. McFETRIDGE: So moved.
24	CHAIRMAN NEWTON: Okay. A motion by Ms.
25	McFetridge.

- September 9, 2021

1 DR. MOORE: Second. 2 CHAIRMAN NEWTON: Seconded by Dr. Moore. All in favor? 3 (UNANIMOUS CHORUS OF AYES) 4 CHAIRMAN NEWTON: And any opposed? 5 All right. So now I think we'll break 6 Okay. 7 for lunch. It is 12:30, just hit there, so how about 8 1:45. Would that be enough time then? 9 One -- what did I say? No? SECRETARY KEY: You said 1:45. 10 CHAIRMAN NEWTON: No, not 1:45. 11 1:15. Thank 12 1:15. All right, we'll see you back. you. 13 (LUNCH BREAK: 12:30 p.m. - 1:18 p.m.) VII.1. ACT 1240 DIGITAL LEARNING APPLICATIONS AND WAIVERS 14 15 CHAIRMAN NEWTON: All right. We are going to 16 move on to our afternoon agenda, and the first thing 17 on our agenda for the afternoon are digital learning 18 applications and waivers. Ms. Harp. MS. HARP: Hello. Good afternoon. I'm Tally 19 I'm a part of the -- of DESE's Public School 20 Harp. 21 Accountability team. And so we're going to get right 22 into this. We have several applications for you guys 23 today. KIRBY K-6 ADDENDUM (DAWSON) 24 a) 25 b) LONOKE K-2 ADDENDUM (WILBUR MILLS)

1	MS. HARP: The first two are two districts who
2	already have an approved State Board approved plan
3	with you guys. They are just requesting additional
4	grade levels. That is Kirby and Lonoke. Are there
5	any questions for either of those districts?
6	CHAIRMAN NEWTON: Okay. We'll check and see.
7	Any questions about Kirby or Lonoke to my left?
8	Over here?
9	Ms. Woods?
10	MS. WOODS: No, ma'am.
11	CHAIRMAN NEWTON: Okay. No questions.
12	MS. HARP: Okay. Can we get a motion
13	for those two schools please?
14	CHAIRMAN NEWTON: Okay. All right. Do we have
15	a motion to approve the waivers
16	MR. SUTTON: Motion to approve.
17	CHAIRMAN NEWTON: Okay. Mr. Sutton made a
18	motion to approve the waivers for Kirby and Lonoke.
19	DR. RANKIN: I'll second that.
20	CHAIRMAN NEWTON: Seconded by Dr. Rankin.
21	All in favor?
22	(UNANIMOUS CHORUS OF AYES)
23	CHAIRMAN NEWTON: Any opposed?
24	Okay.
25	c) RIVERCREST K-8 ADDENDUM (TRI-REGION)

1	MS. HARP: Okay. The next item on the agenda,
2	item C, is Rivercrest. They already have an approved
3	high school charter digital learning application.
4	They do not so this is their K-8 district level
5	application. So are there any questions for
6	Rivercrest?
7	CHAIRMAN NEWTON: Okay. So Rivercrest only,
8	questions?
9	Okay. If not, then we need a motion for
10	Rivercrest.
11	MR. SUTTON: Motion to approve.
12	CHAIRMAN NEWTON: Motion by Mr. Sutton.
13	MR. HENDERSON: Second.
14	MS. WOODS: I'll second.
15	CHAIRMAN NEWTON: Seconded by Mr. Henderson.
16	All in favor?
17	(UNANIMOUS CHORUS OF AYES)
18	CHAIRMAN NEWTON: Any opposed?
19	Okay.
20	MS. HARP: Okay. Thank you.
21	d) CLARENDON K-6 ADDENDUM (ARKANSAS RIVER)
22	e) NETTLETON 7-12 ADDENDUM (VIRTUAL ARKANSAS)
23	f) CONCORD K-2 ADDENDUM
24	g) POYEN K-8 ADDENDUM
25	h) HUNTSVILLE K-2 ADDENDUM

1	MS. HARP: The next five school districts also
2	already have an approved digital learning
3	application. They have just submitted an addendum to
4	add additional grade levels. That is Clarendon,
5	Nettleton, Concord, and Poyen. Are there any
6	questions for any of these districts?
7	CHAIRMAN NEWTON: Okay. So we're looking at
8	five districts: Clarendon, Nettleton, Concord, and
9	Poyen. Any questions on any of those five?
10	MR. SUTTON: That's only four.
11	CHAIRMAN NEWTON: One, two
12	MS. HARP: Oh, I'm sorry.
13	CHAIRMAN NEWTON: You're right.
14	MS. HARP: Oh, and Huntsville I'm sorry
15	CHAIRMAN NEWTON: And Huntsville. Okay.
16	MS. HARP: goes in that group.
17	CHAIRMAN NEWTON: All right. So we're going to
18	add Huntsville to the group. So we're looking at
19	Clarendon, Nettleton, Concord, Poyen, and Huntsville.
20	Any questions on those?
21	Not hearing any questions Dr. Moore?
22	DR. MOORE: No.
23	CHAIRMAN NEWTON: No, okay. So we're ready for
24	a motion for these five.
25	DR. RANKIN: I'll move to approve.

Γ

	122
1	CHAIRMAN NEWTON: Moved by Dr. Rankin.
2	MS. McFETRIDGE: Second.
3	CHAIRMAN NEWTON: Seconded by Ms. McFetridge.
4	All in favor?
5	(UNANIMOUS CHORUS OF AYES)
6	CHAIRMAN NEWTON: Any opposed?
7	Okay.
8	i) HAMPTON (see also page 125)
9	j) LAKESIDE GARLAND COUNTY
10	k) PARIS SCHOOL DISTRICT
11	1) HOPE SCHOOL DISTRICT
12	m) EUREKA SPRING SCHOOL DISTRICT
13	n) MAYNARD
14	O) WEST FORK
15	p) POCAHONTAS
16	q) NASHVILLE SCHOOL DSITRICT
17	r) COTTER
18	MS. HARP: Okay. The next group we have 10
19	districts. These are brand-new applications and they
20	are not participating in a consortium, so they're
21	doing their own program. That is Hampton, Lakeside
22	Garland County, Paris, Hope, Eureka Springs, Maynard,
23	West Fork, Pocahontas, Nashville, and Cotter. So are
24	there any questions for any of these districts?
25	CHAIRMAN NEWTON: Okay. I think we'll slow down

1	a little bit. Since these are new and they are doing
2	their own we'll I want to ask questions one at a
3	time so we don't rush anyone.
4	Does anyone have a question on Hampton?
5	DR. MOORE: Yes, I have a general question.
6	CHAIRMAN NEWTON: Okay.
7	DR. MOORE: Are these ones that we approved last
8	month to have the initial waivers?
9	MS. HARP: Yes, ma'am. These are the ones that
10	you that they did the one-sheet addendum.
11	DR. MOORE: Okay. So they already have students
12	enrolled?
13	MS. HARP: They have the waivers. If they have
14	started students in a digital program, they had to
15	follow those guidelines.
16	DR. MOORE: Okay. Okay.
17	CHAIRMAN NEWTON: Okay. So, questions about
18	Hampton?
19	Lakeside Garland County
20	MS. McFETRIDGE: Can we go back?
21	CHAIRMAN NEWTON: Go back to Hampton, okay. We
22	do have a question on Hampton.
23	MS. McFETRIDGE: I'm sorry.
24	CHAIRMAN NEWTON: Can we just pull we'll just
25	pull it and we'll come back and ask questions in just

a minute? 1 MS. McFETRIDGE: 2 Okay. CHAIRMAN NEWTON: Okay. All right. So we're 3 going to pull Hampton for right now. 4 5 Lakeside Garland County? Okay. Paris? 6 Ms. Woods, I hope you'll speak up when you -- if 7 8 you do have a question. Okay? 9 MS. WOODS: I will. Thank you. 10 CHAIRMAN NEWTON: Okay. Hope? 11 Eureka Springs? 12 Maynard? West Fork? 13 14 Pocahontas? 15 Nashville? Cotter? 16 17 Okay. Let's go ahead and approve those nine and 18 then we'll come back to Hampton in just a second. 19 Okay? I'm assuming we'll approve those, let me say 20 it that way. 21 Do we have a motion to approve those waivers for 22 those nine districts? 23 And do you need me to list them again or is that 24 25 SECRETARY KEY: No.

	125
1	CHAIRMAN NEWTON: Okay. Do I have a motion?
2	MR. SUTTON: Motion to approve.
3	MS. WOODS: I move to approve.
4	CHAIRMAN NEWTON: Okay. Mr. Sutton made the
5	motion and seconded by Ms. Woods.
6	All in favor?
7	(UNANIMOUS CHORUS OF AYES)
8	CHAIRMAN NEWTON: Any opposed?
9	i) HAMPTON
10	CHAIRMAN NEWTON: Okay. Let's look at Hampton.
11	MS. HARP: And I believe that Superintendent
12	Worley was on earlier.
13	CHAIRMAN NEWTON: Okay. Mr. Worley, thank you
14	for joining us.
15	We can't hear you. I think you're
16	SUPT. WORLEY: Good afternoon, everybody.
17	CHAIRMAN NEWTON: There we go. Yeah.
18	SUPT. WORLEY: Good afternoon.
19	CHAIRMAN NEWTON: Good afternoon. Thank you for
20	being here.
21	Ms. McFetridge?
22	SUPT. WORLEY: I've got my high school principal
23	and elementary principal in the room with me, so
24	CHAIRMAN NEWTON: Okay. All right.
25	MS. McFETRIDGE: Yes, ma'am.

1	My question is, you did not have a figure in the
2	class size waiver that you're asking for. You do not
3	expect the virtual remote students to exceed the
4	rules, but you're also asking for flexibility. And
5	to me that we're leaving it pretty wide open and
6	I'm not always comfortable with that. Can you talk
7	to us about that?
8	SUPT. WORLEY: Yes, ma'am. Of course, we're a
9	very small school district and we've got about 515
10	students K-12. This year last year, we ran about
11	15% who were being remote students; this year, we're
12	about 8% who've elected to go remote. So with our
13	percentages that low of remote students I don't
14	anticipate us having to pay our class size
15	student-to-teacher ratio without remote learning; it
16	is relatively low. And there's no teachers even
17	close to the 150 number or the maximum classroom at
18	the elementary student level. So we don't see
19	unless we get an influx of kids which if that
20	happens I'll be doing I'll be jumping up and down.
21	But unless we get an influx of kids, you know, we're
22	not going to get close to needing that waiver. But
23	one never knows what happens in the school year.
24	MS. McFETRIDGE: Okay. Thank you.
25	CHAIRMAN NEWTON: All right. Any other

- September 9, 2021

	127
1	questions about Hampton?
2	Okay. We need a motion then for Hampton.
3	MS. McFETRIDGE: I'll make the motion to approve
4	
5	CHAIRMAN NEWTON: Okay. We have
6	MS. McFETRIDGE: Hampton.
7	CHAIRMAN NEWTON: Ms. McFetridge has made a
8	motion to approve the waiver for Hampton.
9	Do we have a second?
10	MR. HENDERSON: Second.
11	CHAIRMAN NEWTON: Seconded by Mr. Henderson.
12	All in favor?
13	(UNANIMOUS CHORUS OF AYES)
14	CHAIRMAN NEWTON: Any opposed?
15	All right. Thank you, Mr. Worley.
16	s) TWO RIVERS (ARKANSAS RIVER CONSORTIUM)
17	t) NEMO VISTA (ARKANSAS RIVER CONSORTIUM)
18	u) PERRYVILLE (ARKANSAS RIVER CONSORTIUM)
19	V) QUITMAN (ARKANSAS RIVER CONSORTIUM)
20	w) LAFAYETTE COUNTY (ARKANSAS RIVER CONSORTIUM)
21	w1) POTTSVILLE (ARKANSAS RIVER CONSORTIUM)
22	x) CADDO HILLS (ARKANSAS RIVER CONSORTIUM)
23	y) ATKINS (ARKANSAS RIVER CONSORTIUM)
24	z) WONDERVIEW (ARKANSAS RIVER CONSORTIUM)
25	aa) MT. VERNON-ENOLA (ARKANSAS RIVER CONSORTIUM)

MS. HARP: Okay. Our next 10 applications are all part are all new applications; they are all part of the Arkansas River Consortium. That is Two Rivers, Nemo Vista, Perryville, Quitman, Lafayette County, Pottsville, Caddo Hills, Atkins, Wonderview, and Mount Vernon-Enola. Are there any questions for any of those districts? CHAIRMAN NEWTON: Okay. So we are looking at these 10 and they are all choosing to join Arkansas River. And I think if they had high school they were doing Virtual Arkansas. Any questions about any of those specifically? Do I need to list each one of them? SECRETARY KEY: No. CHAIRMAN NEWTON: Any questions? Okay. Then we are ready for a motion for these Dr. RankIN: So moved. CHAIRMAN NEWTON: I have a motion for from Dr. Rankin to approve the waivers for these 10 school districts. MR. SUTTON: I'll second. All in favor? (UNANIMOUS CHORUS OF AYES)		
3 part of the Arkansas River Consortium. That is Two 4 Rivers, Nemo Vista, Perryville, Quitman, Lafayette 5 County, Pottsville, Caddo Hills, Atkins, Wonderview, 6 and Mount Vernon-Enola. Are there any questions for 7 any of those districts? 8 CHAIRMAN NEWTON: Okay. So we are looking at 9 these 10 and they are all choosing to join Arkansas 10 River. And I think if they had high school they were 11 doing Virtual Arkansas. 12 Any questions about any of those specifically? 13 Do I need to list each one of them? 14 SECRETARY KEY: NO. 15 CHAIRMAN NEWTON: Any questions? 16 Dkay. Then we are ready for a motion for these 17 10. 18 DR. RANKIN: So moved. 19 CHAIRMAN NEWTON: I have a motion for from 20 Dr. Rankin to approve the waivers for these 10 school 21 MR. SUTTON: I'll second. 22 MR. SUTTON: I'll second. 23 CHAIRMAN NEWTON: Seconded by Mr. Sutton. 24 All in favor?	1	MS. HARP: Okay. Our next 10 applications are
4Rivers, Nemo Vista, Perryville, Quitman, Lafayette5County, Pottsville, Caddo Hills, Atkins, Wonderview,6and Mount Vernon-Enola. Are there any questions for7any of those districts?8CHAIRMAN NEWTON: Okay. So we are looking at9these 10 and they are all choosing to join Arkansas10River. And I think if they had high school they were11doing Virtual Arkansas.12Any questions about any of those specifically?13Do I need to list each one of them?14SECRETARY KEY: No.15CHAIRMAN NEWTON: Any questions?16Okay. Then we are ready for a motion for these1710.18DR. RANKIN: So moved.19CHAIRMAN NEWTON: I have a motion for from20Dr. Rankin to approve the waivers for these 10 school21districts.22MR. SUTTON: I'll second.23CHAIRMAN NEWTON: Seconded by Mr. Sutton.24All in favor?	2	all part are all new applications; they are all
5County, Pottsville, Caddo Hills, Atkins, Wonderview, and Mount Vernon-Enola. Are there any questions for any of those districts?8CHAIRMAN NEWTON: Okay. So we are looking at these 10 and they are all choosing to join Arkansas10River. And I think if they had high school they were doing Virtual Arkansas.11doing Virtual Arkansas.12Any questions about any of those specifically?13Do I need to list each one of them?14SECRETARY KEY: No.15CHAIRMAN NEWTON: Any questions?16DR. RANKIN: So moved.1710.18Dr. Rankin to approve the waivers for these 10 school20Dr. Rankin to approve the waivers for these 10 school21districts.22MR. SUTTON: I'll second.23CHAIRMAN NEWTON: Seconded by Mr. Sutton.24All in favor?	3	part of the Arkansas River Consortium. That is Two
6 and Mount Vernon-Enola. Are there any questions for 7 any of those districts? 8 CHAIRMAN NEWTON: Okay. So we are looking at 9 these 10 and they are all choosing to join Arkansas 10 River. And I think if they had high school they were 11 doing Virtual Arkansas. 12 Any questions about any of those specifically? 13 Do I need to list each one of them? 14 SECRETARY KEY: No. 15 CHAIRMAN NEWTON: Any questions? 16 Okay. Then we are ready for a motion for these 17 10. 18 DR. RANKIN: So moved. 19 CHAIRMAN NEWTON: I have a motion for from 20 Dr. Rankin to approve the waivers for these 10 school 21 MR. SUTTON: I'll second. 22 MR. SUTTON: I'll second. 23 CHAIRMAN NEWTON: Seconded by Mr. Sutton. 24 All in favor?	4	Rivers, Nemo Vista, Perryville, Quitman, Lafayette
7 any of those districts? 8 CHAIRMAN NEWTON: Okay. So we are looking at 9 these 10 and they are all choosing to join Arkansas 10 River. And I think if they had high school they were 11 doing Virtual Arkansas. 12 Any questions about any of those specifically? 13 Do I need to list each one of them? 14 SECRETARY KEY: No. 15 CHAIRMAN NEWTON: Any questions? 16 Okay. Then we are ready for a motion for these 17 10. 18 DR. RANKIN: So moved. 19 CHAIRMAN NEWTON: I have a motion for from 20 Dr. Rankin to approve the waivers for these 10 school 21 districts. 22 MR. SUTTON: I'll second. 23 CHAIRMAN NEWTON: Seconded by Mr. Sutton. 24 All in favor?	5	County, Pottsville, Caddo Hills, Atkins, Wonderview,
 CHAIRMAN NEWTON: Okay. So we are looking at these 10 and they are all choosing to join Arkansas River. And I think if they had high school they were doing Virtual Arkansas. Any questions about any of those specifically? Do I need to list each one of them? SECRETARY KEY: No. CHAIRMAN NEWTON: Any questions? Okay. Then we are ready for a motion for these Okay. Then we are ready for a motion for these DR. RANKIN: So moved. CHAIRMAN NEWTON: I have a motion for from Dr. Rankin to approve the waivers for these 10 school districts. MR. SUTTON: I'll second. CHAIRMAN NEWTON: Seconded by Mr. Sutton. All in favor? 	6	and Mount Vernon-Enola. Are there any questions for
9 these 10 and they are all choosing to join Arkansas 10 River. And I think if they had high school they were 11 doing Virtual Arkansas. 12 Any questions about any of those specifically? 13 Do I need to list each one of them? 14 SECRETARY KEY: No. 15 CHAIRMAN NEWTON: Any questions? 16 DR. RANKIN: So moved. 19 CHAIRMAN NEWTON: I have a motion for from 20 Dr. Rankin to approve the waivers for these 10 school 21 districts. 22 MR. SUTTON: I'll second. 23 CHAIRMAN NEWTON: Seconded by Mr. Sutton. 24 All in favor?	7	any of those districts?
 River. And I think if they had high school they were doing Virtual Arkansas. Any questions about any of those specifically? Do I need to list each one of them? SECRETARY KEY: No. CHAIRMAN NEWTON: Any questions? Okay. Then we are ready for a motion for these DR. RANKIN: So moved. DR. RANKIN: So moved. CHAIRMAN NEWTON: I have a motion for from Dr. Rankin to approve the waivers for these 10 school districts. MR. SUTTON: I'll second. CHAIRMAN NEWTON: Seconded by Mr. Sutton. All in favor? 	8	CHAIRMAN NEWTON: Okay. So we are looking at
11doing Virtual Arkansas.12Any questions about any of those specifically?13Do I need to list each one of them?14SECRETARY KEY: No.15CHAIRMAN NEWTON: Any questions?16Okay. Then we are ready for a motion for these1710.18DR. RANKIN: So moved.19CHAIRMAN NEWTON: I have a motion for from20Dr. Rankin to approve the waivers for these 10 school21districts.22MR. SUTTON: I'll second.23CHAIRMAN NEWTON: Seconded by Mr. Sutton.24All in favor?	9	these 10 and they are all choosing to join Arkansas
12Any questions about any of those specifically?13Do I need to list each one of them?14SECRETARY KEY: No.15CHAIRMAN NEWTON: Any questions?16Okay. Then we are ready for a motion for these1710.18DR. RANKIN: So moved.19CHAIRMAN NEWTON: I have a motion for from20Dr. Rankin to approve the waivers for these 10 school21districts.22MR. SUTTON: I'll second.23CHAIRMAN NEWTON: Seconded by Mr. Sutton.24All in favor?	10	River. And I think if they had high school they were
13Do I need to list each one of them?14SECRETARY KEY: No.15CHAIRMAN NEWTON: Any questions?16Okay. Then we are ready for a motion for these1710.18DR. RANKIN: So moved.19CHAIRMAN NEWTON: I have a motion for from20Dr. Rankin to approve the waivers for these 10 school21districts.22MR. SUTTON: I'll second.23CHAIRMAN NEWTON: Seconded by Mr. Sutton.24All in favor?	11	doing Virtual Arkansas.
14 SECRETARY KEY: No. 15 CHAIRMAN NEWTON: Any questions? 16 Okay. Then we are ready for a motion for these 17 10. 18 DR. RANKIN: So moved. 19 CHAIRMAN NEWTON: I have a motion for from 20 Dr. Rankin to approve the waivers for these 10 school 21 districts. 22 MR. SUTTON: I'll second. 23 CHAIRMAN NEWTON: Seconded by Mr. Sutton. 24 All in favor?	12	Any questions about any of those specifically?
15CHAIRMAN NEWTON: Any questions?16Okay. Then we are ready for a motion for these1710.18DR. RANKIN: So moved.19CHAIRMAN NEWTON: I have a motion for from20Dr. Rankin to approve the waivers for these 10 school21districts.22MR. SUTTON: I'll second.23CHAIRMAN NEWTON: Seconded by Mr. Sutton.24All in favor?	13	Do I need to list each one of them?
16Okay. Then we are ready for a motion for these1710.18DR. RANKIN: So moved.19CHAIRMAN NEWTON: I have a motion for from20Dr. Rankin to approve the waivers for these 10 school21districts.22MR. SUTTON: I'll second.23CHAIRMAN NEWTON: Seconded by Mr. Sutton.24All in favor?	14	SECRETARY KEY: No.
1710.18DR. RANKIN: So moved.19CHAIRMAN NEWTON: I have a motion for from20Dr. Rankin to approve the waivers for these 10 school21districts.22MR. SUTTON: I'll second.23CHAIRMAN NEWTON: Seconded by Mr. Sutton.24All in favor?	15	CHAIRMAN NEWTON: Any questions?
18DR. RANKIN: So moved.19CHAIRMAN NEWTON: I have a motion for from20Dr. Rankin to approve the waivers for these 10 school21districts.22MR. SUTTON: I'll second.23CHAIRMAN NEWTON: Seconded by Mr. Sutton.24All in favor?	16	Okay. Then we are ready for a motion for these
19CHAIRMAN NEWTON: I have a motion for from20Dr. Rankin to approve the waivers for these 10 school21districts.22MR. SUTTON: I'll second.23CHAIRMAN NEWTON: Seconded by Mr. Sutton.24All in favor?	17	10.
20Dr. Rankin to approve the waivers for these 10 school21districts.22MR. SUTTON: I'll second.23CHAIRMAN NEWTON: Seconded by Mr. Sutton.24All in favor?	18	DR. RANKIN: So moved.
21 districts. 22 MR. SUTTON: I'll second. 23 CHAIRMAN NEWTON: Seconded by Mr. Sutton. 24 All in favor?	19	CHAIRMAN NEWTON: I have a motion for from
 MR. SUTTON: I'll second. CHAIRMAN NEWTON: Seconded by Mr. Sutton. All in favor? 	20	Dr. Rankin to approve the waivers for these 10 school
 CHAIRMAN NEWTON: Seconded by Mr. Sutton. All in favor? 	21	districts.
24 All in favor?	22	MR. SUTTON: I'll second.
	23	CHAIRMAN NEWTON: Seconded by Mr. Sutton.
25 (UNANIMOUS CHORUS OF AYES)	24	All in favor?
	25	(UNANIMOUS CHORUS OF AYES)

129 1 CHAIRMAN NEWTON: Any opposed? 2 Okay. 3 ab) HOT SPRINGS (DAWSON) CHAIRMAN NEWTON: We are down to Hot Springs. 4 MS. HARP: Yes, ma'am. 5 CHAIRMAN NEWTON: 6 Okay. 7 MS. HARP: So the next application is a new 8 application from Hot Springs School District, and 9 their application is with the Dawson Consortium. So 10 are there questions for Hot Springs? 11 CHAIRMAN NEWTON: Any questions over here for 12 Hot Springs? 13 Anyone over here on my right have a question for Hot Springs? 14 15 Ms. Woods? 16 MS. WOODS: (shaking head from side to side) 17 CHAIRMAN NEWTON: No. Okay. Then we are ready 18 for a motion. 19 MS. McFETRIDGE: I make the motion to approve 20 Hot Springs' digital plan. 21 CHAIRMAN NEWTON: Okay. We have a motion by Ms. 22 McFetridge to approve Hot Springs' digital learning 23 plan. 24 Is there a second? 25 MR. SUTTON: Second.

	130
1	CHAIRMAN NEWTON: Seconded by Mr. Sutton.
2	All in favor?
3	(UNANIMOUS CHORUS OF AYES)
4	CHAIRMAN NEWTON: Any opposed?
5	All right.
6	ac) LAVACA (GUY FENTER CONSORTIUM)
7	MS. HARP: Okay. Our next application is also a
8	new application, part of the Guy Fenter Consortium,
9	and that is Lavaca School District.
10	CHAIRMAN NEWTON: Okay. Any questions on
11	Lavaca?
12	I don't see any. Then we are ready for a
13	motion.
14	(MOMENT OF SILENCE)
15	CHAIRMAN NEWTON: Is anybody awake?
16	DR. RANKIN: I'll make that motion
17	CHAIRMAN NEWTON: Okay.
18	DR. RANKIN: to approve.
19	CHAIRMAN NEWTON: Moved by Dr. Rankin to approve
20	the digital learning plan for Lavaca.
21	Seconded by
22	MR. SUTTON: I'll second.
23	MS. McFETRIDGE: Second.
24	MR. SUTTON: Whatever.
25	CHAIRMAN NEWTON: Y'all are awake. Okay. Ms.

- September 9, 2021

1 McFetridge. All in favor? 2 3 (UNANIMOUS CHORUS OF AYES) CHAIRMAN NEWTON: Any opposed? 4 5 All right. Ms. Smith, we expedited. MS. SMITH: Absolutely. 6 7 CHAIRMAN NEWTON: All right. We finally got it 8 down. All right. 9 Thank you. Thank -- I didn't -- thank you for 10 the Department. We went through that quickly, but I don't want to fail to recognize the hard work that 11 went into making sure all those plans and all those 12 questions that we had all those different sessions 13 ago were answered. So thank y'all so much for doing 14 15 that because expedited wasn't easy, but we got there. CONSIDERATION OF OPEN-ENROLLMENT CHARTER APPLICATIONS 16 VII.2. IDEA PUBLIC SCHOOLS ARKANSAS 17 a) 18 PREMIER HIGH SCHOOL OF FORT SMITH b) ARKANSAS MILITARY AND FIRST RESPONDERS ACADEMY 19 C) 20 CHAIRMAN NEWTON: All right. So we're going on 21 to charter applications. Mr. Johnston. MR. JOHNSTON: Good afternoon. Tim Johnston, 22 23 DESE Charter Unit. 24 As a reminder, the State Board is deciding whether to review or not review the Charter 25

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

Authorizing Panel's decisions. 1 On August 17th and 18th, 2021, the Charter 2 Authorizing Panel approved the open-enrollment 3 charter school application for IDEA Public Schools 4 5 Arkansas to open two campuses for the 2023-2024 school year or academic year; Premier High School of 6 7 Fort Smith to open one campus for the 22-23 academic 8 year; and Arkansas Military and First Responders 9 Academy to open one campus as well for the 22-23 10 academic year. 11 The Board may approve these as a group. If the 12 Board has any specific questions related to 13 individual applications, we can pull that one and approve the others. And we do have school 14 15 representatives available either in Zoom or in 16 person. 17 CHAIRMAN NEWTON: Okay. All right. We'll see 18 if we have any questions. 19 Does anyone have a question about IDEA? 20 Dr. Moore, are you going to have questions on 21 that one? 22 DR. MOORE: No. No. No questions. 23 CHAIRMAN NEWTON: 24 Over here? 25 Ms. Woods?

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

1 MS. WOODS: No. 2 CHAIRMAN NEWTON: No. Okay. 3 Then, questions on Premier High School? Ms. Woods? 4 5 MS. WOODS: (shaking head from side to side) CHAIRMAN NEWTON: No. 6 Okay. 7 Have any questions on Arkansas Military and 8 First Responders Academy? 9 DR. MOORE: I do. 10 CHAIRMAN NEWTON: Okay. We have questions on that one. 11 12 Okay. So let's approve or see if you want to 13 approve the first two, the IDEA Public Schools and Premier High School. Remember our motion is to 14 15 review or not review. DR. MOORE: I'll do the motion to not review. 16 17 CHAIRMAN NEWTON: Okay. We have a motion to not 18 review IDEA and Premier High School. 19 DR. HILL: Second. 20 CHAIRMAN NEWTON: Seconded by Dr. Hill. 21 All in favor? 22 (UNANIMOUS CHORUS OF AYES) 23 CHAIRMAN NEWTON: Any opposed? 24 Okay. So now we have questions on Arkansas 25 Military and First Responders Academy.

1 MR. JOHNSTON: Yes. And Don Hall is available 2 on Zoom. 3 CHAIRMAN NEWTON: Mr. Hall. 4 MR. HALL: Good afternoon. 5 CHAIRMAN NEWTON: Good afternoon. And thank you 6 for being here with us. 7 MR. HALL: Honored to be. 8 CHAIRMAN NEWTON: All right. 9 DR. MOORE: Yes. I know this is not a hearing. 10 I did listen to y'all's hearing with the Charter 11 Panel. But I did I was curious I know you 12 having a track record in other states with this 13 school model, I'm interested in female enrollment in 14 your schools and that outreach. Because 15 traditionally, as I look at it and as I read the 16 name, I know that probably more males would be 17 attracted to it. And so I didn't hear that talked 18 about before, so I wanted to hear a little bit about 19 that, if you don't mind? 20 MR. HALL: Great question. What we have found 21 historically is that because of the design of the		134
3 CHAIRMAN NEWTON: Mr. Hall. 4 MR. HALL: Good afternoon. 5 CHAIRMAN NEWTON: Good afternoon. And thank you 6 for being here with us. 7 MR. HALL: Honored to be. 8 CHAIRMAN NEWTON: All right. 9 DR. MOORE: Yes. I know this is not a hearing. 10 I did listen to y'all's hearing with the Charter 11 Panel. But I did I was curious I know you 12 having a track record in other states with this 13 school model, I'm interested in female enrollment in 14 your schools and that outreach. Because 15 traditionally, as I look at it and as I read the 16 name, I know that probably more males would be 17 attracted to it. And so I didn't hear that talked 18 about before, so I wanted to hear a little bit about 19 that, if you don't mind? 20 MR. HALL: Great question. What we have found 21 historically is that because of the design of the	1	MR. JOHNSTON: Yes. And Don Hall is available
4 MR. HALL: Good afternoon. 5 CHAIRMAN NEWTON: Good afternoon. And thank you 6 for being here with us. 7 MR. HALL: Honored to be. 8 CHAIRMAN NEWTON: All right. 9 DR. MOORE: Yes. I know this is not a hearing. 10 I did listen to y'all's hearing with the Charter 11 Panel. But I did I was curious I know you 12 having a track record in other states with this 13 school model, I'm interested in female enrollment in 14 your schools and that outreach. Because 15 traditionally, as I look at it and as I read the 16 name, I know that probably more males would be 17 attracted to it. And so I didn't hear that talked 18 about before, so I wanted to hear a little bit about 19 That, if you don't mind? 20 MR. HALL: Great question. What we have found 21 MR. HALL: Great question. What we have found 21 historically is that because of the design of the	2	on Zoom.
5 CHAIRMAN NEWTON: Good afternoon. And thank you 6 for being here with us. 7 MR. HALL: Honored to be. 8 CHAIRMAN NEWTON: All right. 9 DR. MOORE: Yes. I know this is not a hearing. 10 I did listen to y'all's hearing with the Charter 11 Panel. But I did I was curious I know you 12 having a track record in other states with this 13 school model, I'm interested in female enrollment in 14 your schools and that outreach. Because 15 traditionally, as I look at it and as I read the 16 name, I know that probably more males would be 17 attracted to it. And so I didn't hear that talked 18 about before, so I wanted to hear a little bit about 19 that, if you don't mind? 20 MR. HALL: Great question. What we have found 21 historically is that because of the design of the	3	CHAIRMAN NEWTON: Mr. Hall.
 for being here with us. MR. HALL: Honored to be. CHAIRMAN NEWTON: All right. DR. MOORE: Yes. I know this is not a hearing. I did listen to y'all's hearing with the Charter Panel. But I did I was curious I know you having a track record in other states with this school model, I'm interested in female enrollment in your schools and that outreach. Because traditionally, as I look at it and as I read the name, I know that probably more males would be attracted to it. And so I didn't hear that talked about before, so I wanted to hear a little bit about that, if you don't mind? MR. HALL: Great question. What we have found historically is that because of the design of the 	4	MR. HALL: Good afternoon.
7MR. HALL: Honored to be.8CHAIRMAN NEWTON: All right.9DR. MOORE: Yes. I know this is not a hearing.10I did listen to y'all's hearing with the Charter11Panel. But I did I was curious I know you12having a track record in other states with this13school model, I'm interested in female enrollment in14your schools and that outreach. Because15traditionally, as I look at it and as I read the16name, I know that probably more males would be17attracted to it. And so I didn't hear that talked18about before, so I wanted to hear a little bit about19that, if you don't mind?20MR. HALL: Great question. What we have found21historically is that because of the design of the	5	CHAIRMAN NEWTON: Good afternoon. And thank you
6 CHAIRMAN NEWTON: All right. 9 DR. MOORE: Yes. I know this is not a hearing. 10 I did listen to y'all's hearing with the Charter 11 Panel. But I did I was curious I know you 12 having a track record in other states with this 13 school model, I'm interested in female enrollment in 14 your schools and that outreach. Because 15 traditionally, as I look at it and as I read the 16 name, I know that probably more males would be 17 attracted to it. And so I didn't hear that talked 18 about before, so I wanted to hear a little bit about 19 MR. HALL: Great question. What we have found 20 MR. HALL: Great question. What we have found 21 historically is that because of the design of the	6	for being here with us.
9DR. MOORE: Yes. I know this is not a hearing.10I did listen to y'all's hearing with the Charter11Panel. But I did I was curious I know you12having a track record in other states with this13school model, I'm interested in female enrollment in14your schools and that outreach. Because15traditionally, as I look at it and as I read the16name, I know that probably more males would be17attracted to it. And so I didn't hear that talked18about before, so I wanted to hear a little bit about19that, if you don't mind?20MR. HALL: Great question. What we have found21historically is that because of the design of the	7	MR. HALL: Honored to be.
10I did listen to y'all's hearing with the Charter11Panel. But I did I was curious I know you12having a track record in other states with this13school model, I'm interested in female enrollment in14your schools and that outreach. Because15traditionally, as I look at it and as I read the16name, I know that probably more males would be17attracted to it. And so I didn't hear that talked18about before, so I wanted to hear a little bit about19that, if you don't mind?20MR. HALL: Great question. What we have found21historically is that because of the design of the	8	CHAIRMAN NEWTON: All right.
11Panel. But I did I was curious I know you12having a track record in other states with this13school model, I'm interested in female enrollment in14your schools and that outreach. Because15traditionally, as I look at it and as I read the16name, I know that probably more males would be17attracted to it. And so I didn't hear that talked18about before, so I wanted to hear a little bit about19that, if you don't mind?20MR. HALL: Great question. What we have found21historically is that because of the design of the	9	DR. MOORE: Yes. I know this is not a hearing.
 having a track record in other states with this school model, I'm interested in female enrollment in your schools and that outreach. Because traditionally, as I look at it and as I read the name, I know that probably more males would be attracted to it. And so I didn't hear that talked about before, so I wanted to hear a little bit about that, if you don't mind? MR. HALL: Great question. What we have found historically is that because of the design of the 	10	I did listen to y'all's hearing with the Charter
13 school model, I'm interested in female enrollment in 14 your schools and that outreach. Because 15 traditionally, as I look at it and as I read the 16 name, I know that probably more males would be 17 attracted to it. And so I didn't hear that talked 18 about before, so I wanted to hear a little bit about 19 that, if you don't mind? 20 MR. HALL: Great question. What we have found 21 historically is that because of the design of the	11	Panel. But I did I was curious I know you
14your schools and that outreach. Because15traditionally, as I look at it and as I read the16name, I know that probably more males would be17attracted to it. And so I didn't hear that talked18about before, so I wanted to hear a little bit about19that, if you don't mind?20MR. HALL: Great question. What we have found21historically is that because of the design of the	12	having a track record in other states with this
15 traditionally, as I look at it and as I read the 16 name, I know that probably more males would be 17 attracted to it. And so I didn't hear that talked 18 about before, so I wanted to hear a little bit about 19 that, if you don't mind? 20 MR. HALL: Great question. What we have found 21 historically is that because of the design of the	13	school model, I'm interested in female enrollment in
 name, I know that probably more males would be attracted to it. And so I didn't hear that talked about before, so I wanted to hear a little bit about that, if you don't mind? MR. HALL: Great question. What we have found historically is that because of the design of the 	14	your schools and that outreach. Because
17attracted to it. And so I didn't hear that talked18about before, so I wanted to hear a little bit about19that, if you don't mind?20MR. HALL: Great question. What we have found21historically is that because of the design of the	15	traditionally, as I look at it and as I read the
 about before, so I wanted to hear a little bit about that, if you don't mind? MR. HALL: Great question. What we have found historically is that because of the design of the 	16	name, I know that probably more males would be
19 that, if you don't mind? 20 MR. HALL: Great question. What we have found 21 historically is that because of the design of the	17	attracted to it. And so I didn't hear that talked
20 MR. HALL: Great question. What we have found 21 historically is that because of the design of the	18	about before, so I wanted to hear a little bit about
21 historically is that because of the design of the	19	that, if you don't mind?
	20	MR. HALL: Great question. What we have found
22 program being project-based being first responder	21	historically is that because of the design of the
22 Program Dering Project-Dased, Dering Titst responder	22	program being project-based, being first responder
23 oriented, military oriented, for JROTC, really you'll	23	oriented, military oriented, for JROTC, really you'll
24 find the demographics are representative of the	24	find the demographics are representative of the
25 student population as a whole with regard to gender,	25	student population as a whole with regard to gender,

ethnicity, and the other categories that are variables that we group students in. And so you w see that it's about a 50/50 mix, 60/40 at most disparity. If you look at most of your ROTC progr	ams
3 see that it's about a 50/50 mix, 60/40 at most	ams
4 disparity. If you look at most of your ROTC progr	
	У
5 in your high schools today, you'll see it is prett	
6 well balanced as well, and that has become more an	d
7 more of the norm. The program also is designed to	
8 have a very heavy college prep emphasis. And we'v	e
9 been doing a lot of work with public education in	the
10 past decade to increase female representation in t	he
11 sciences, in mathematics areas. So that would be	a
12 focus for us as well is to insure that every stude	nt
13 is given appropriate access and encouragement to	
14 apply and to be included in the opportunities. So	
15 for us, it's about all students should have that	
16 opportunity if they choose to do this.	
DR. MOORE: Thank you.	
18 CHAIRMAN NEWTON: Thank you for being here, M	r.
19 Hall. And we're excited about the future of what	
20 this is going to do in our area. So thank you.	
21 So I think we're ready for a motion to review	or
22 not review this Arkansas Military and First	
23 Responders Academy.	
24 MS. McFETRIDGE: Motion not to review.	
25 CHAIRMAN NEWTON: Okay. We have a motion not	to

- September 9, 2021

1 review by Ms. McFetridge. MR. HENDERSON: Second. 2 3 CHAIRMAN NEWTON: Seconded by Mr. Henderson. All in favor? 4 (UNANIMOUS CHORUS OF AYES) 5 CHAIRMAN NEWTON: Any opposed? 6 7 Thank you, Mr. Hall. 8 MR. HALL: You're very welcome. We look forward 9 to being a part of the community. Thank you. CONSIDERATION OF ONE-YEAR STANDARDS WAIVER 10 VII.3. 11 BRYANT SCHOOL DISTRICT a) 12 CHAIRMAN NEWTON: All right. So we are to one-13 year standards waiver. Ms. Coffman. MS. COFFMAN: Ms. Newton and Board Members, I am 14 15 happy to introduce to you one of our new members of 16 the Public School Accountability team, Dr. Matthew Sutherland. He is the coordinator of Standards and 17 18 Systems Support and over charter schools. So he comes to us highly recommended and he has not 19 20 disappointed us. 21 CHAIRMAN NEWTON: Good. 22 MS. COFFMAN: So we are super happy to have him 23 and he'll introduce our next action item. 24 CHAIRMAN NEWTON: Okay. Welcome, Mr. 25 Sutherland. We're glad that you're joining our team.

	137
1	MR. SUTHERLAND: Thank you very much.
2	So what I have here is Bryant School District
3	has submitted a request for waiver for Standard 4-F.
4	This is a one-year waiver and it's for a Library
5	Media Specialist in the event of an enrollment
6	increase. So they're looking to do this just for the
7	junior high for next year.
8	CHAIRMAN NEWTON: Okay. It's for the current
9	year, school year
10	MR. SUTHERLAND: Yes.
11	CHAIRMAN NEWTON: that we're in?
12	MR. SUTHERLAND: Yes, for this
13	CHAIRMAN NEWTON: Okay.
14	MR. SUTHERLAND: this school year.
15	CHAIRMAN NEWTON: Okay. All right. We'll see
16	if we have any questions for Bryant.
17	On my left, anyone have a question?
18	Over here, on my right?
19	Ms. Woods?
20	MS. WOODS: (shaking head from side to side)
21	CHAIRMAN NEWTON: No questions. Then we are
22	needing a motion to either approve or deny the one-
23	year standards waiver for Bryant Junior High.
24	DR. MOORE: I'll move to approve.
25	CHAIRMAN NEWTON: Okay. We have a motion by Dr.

1 Moore. DR. RANKIN: And I'll second. 2 3 CHAIRMAN NEWTON: Seconded by Dr. Rankin. All in favor? 4 (UNANIMOUS CHORUS OF AYES) 5 CHAIRMAN NEWTON: Any opposed? 6 7 Okay. 8 MR. SUTHERLAND: Thank you. 9 VII.4. FOR PUBLIC COMMENT RELEASE: DESE RULES GOVERNING ANNEXATION AND CONSOLIDATION OF SCHOOL DISTRICTS, SECTIONS 10 2.00, 13.00, AND TABLE OF CONTENTS ONLY 11 12 CHAIRMAN NEWTON: We are ready now for --13 MS. FRENO: Rules. CHAIRMAN NEWTON: Yes. Ms. Freno. 14 15 MS. FRENO: Thank you. Thank you, Ms. Newton. Lori Freno. 16 The Division is requesting that the Board 17 18 release for public comment the DESE rules governing 19 Annexation and Consolidation of School Districts. You'll notice there are only certain sections of the 20 21 rules we're putting out for public comment. Reason being is this is a big, huge bunch of rules but 22 23 really we only needed to change one section to 24 incorporate provisions of legislation --25 CHAIRMAN NEWTON: Okay.

1 MS. FRENO: -- that was passed in the 2021 session. 2 3 CHAIRMAN NEWTON: And --MS. FRENO: And this would be pending Governor's 4 office approval. 5 CHAIRMAN NEWTON: That's what --6 7 MS. FRENO: Yes. 8 CHAIRMAN NEWTON: -- our motion needs to say, 9 release for public comment pending Governor's office 10 approval? MS. FRENO: Yes. So that when -- if you all 11 approve this today, we will then immediately send it 12 to the Governor's office. Once it comes out of the 13 Governor's office and has approved it -- if they 14 15 approve it, then we will put it out for a 30-day 16 public comment period. CHAIRMAN NEWTON: Okay. All right. So we need 17 18 a motion to approve or not approve the Division of Elementary and Secondary Education rules governing 19 Annex- -- no, I'm on the wrong one -- no, that's 20 21 right -- Annexation and Consolidation of School 22 Districts. 23 DR. RANKIN: I'll make that motion to approve. 24 CHAIRMAN NEWTON: Okay. Motion to approve by 25 Dr. Rankin.

- September 9, 2021

1 DR. MOORE: Second. CHAIRMAN NEWTON: Seconded by Dr. Moore. 2 All in favor? 3 (UNANIMOUS CHORUS OF AYES) 4 CHAIRMAN NEWTON: Any opposed? 5 MS. FRENO: Thank you. 6 7 CHAIRMAN NEWTON: Thank you. 8 VII.5. FOR PUBLIC COMMENT RELEASE: DESE RULES GOVERNING THE 9 ARKANSAS TUTORING CORPS CHAIRMAN NEWTON: Now we're looking at the rules 10 on the Arkansas Tutoring Corps. Ms. James. 11 12 MS. JAMES: Good afternoon. CHAIRMAN NEWTON: Good afternoon. 13 MS. JAMES: Whitney James with the Department. 14 15 I've met some of you, but not all of you. 16 Today the Division is requesting the release for public comment of the Division of Elementary and 17 18 Secondary Education rules governing the Arkansas Tutoring Corps pending Governor's office approval. 19 20 CHAIRMAN NEWTON: Okay. 21 MS. JAMES: And I'm happy to answer any 22 questions. And I have Dr. Missy Wally with me too, 23 as well. 24 CHAIRMAN NEWTON: All right. Any questions? 25 DR. MOORE: I do have a question, and it

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

1 might've been I know we had a presentation on it 2 last month, but in the rules it said only math and 3 reading tutors. Is it going to be limited specific	
3 reading tutors. Is it going to be limited specific	
4 to math and reading or can there be other subjects a	s
5 well?	
6 MS. JAMES: That is actually in the legislation	;
7 that is in the act.	
8 DR. MOORE: Okay.	
9 MS. JAMES: So that's why it's in the rules.	
10 DR. MOORE: Okay. Thank you.	
11 CHAIRMAN NEWTON: Any other questions?	
12 Okay. We're ready for a motion.	
13 DR. MOORE: I'll move to approve pending	
14 Governor's office approval.	
15 CHAIRMAN NEWTON: We have a motion by Dr. Moore	•
16 MS. McFETRIDGE: Second.	
17 CHAIRMAN NEWTON: Seconded by Ms. McFetridge.	
18 All in favor?	
19 (UNANIMOUS CHORUS OF AYES)	
20 CHAIRMAN NEWTON: Any opposed?	
21 Thank you, Ms. James.	
22 MS. JAMES: Thank you so much.	
23 VII.6. FOR PUBLIC COMMENT RELEASE: DESE RULES GOVERNING	
24 ELIGIBILITY AND FINANCIAL INCENTIVES FOR ARKANSAS LEADERSHIP	
25 ACADEMY MASTER PRINCIPAL	

	142
1	CHAIRMAN NEWTON: Ms. Saracini, rules governing
2	Eligibility and Financial Incentives for Arkansas
3	Leadership Academy.
4	MS. SARACINI: Karli Saracini, A.C.
5	I'm before you I'm here before you today.
6	DESE is asking for release for public comments these
7	rules pending Governor approval. And I have several
8	on here.
9	CHAIRMAN NEWTON: Okay.
10	MS. SARACINI: These are the first.
11	CHAIRMAN NEWTON: All right. Any questions on
12	my left?
13	DR. MOORE: I did. These rules, were they being
14	changed because of a law change or because of just
15	MS. SARACINI: They haven't been changed in
16	quite sometime.
17	DR. MOORE: Okay.
18	MS. SARACINI: We were updating them and making
19	sure that the old rules really were catered toward
20	the other vendor, and so we just made them to where
21	these were our rules that we wanted to just make
22	sure that they follow and align our initiatives.
23	DR. MOORE: Okay. That makes sense. But I
24	know, having been a part of and I know that's not
25	you, but I feel like that should have been done

1	before the RFP was put out, just having been a part
2	of that RFP process. So I don't know if we're
3	thinking about rule changes in the future
4	MS. SARACINI: All right.
5	DR. MOORE: But I think there are some things
6	that I think as a part of the RFP what were we
7	committee we would've liked to have that discussion.
8	It is what it is there.
9	As far as are there any major changes to
10	MS. SARACINI: There's not
11	DR. MOORE: Okay.
12	MS. SARACINI: many major changes. We have
13	just kind of cleaned it up and that we are making
14	sure that the rules meet, again, the new RFP and
15	everything that's in it. The one thing that is
16	changing, it's not a major change, it was one year;
17	you have to be a principal or an administrator for
18	one year. And preference will be given to the three-
19	year and but it will be a case-by-case basis and
20	that will not be us; it will be the vendor.
21	DR. MOORE: Okay.
22	MS. SARACINI: Uh-huh, it will be APSRC. And we
23	just made it more clear. I think sometimes the
24	clarity and we just tried to clean it up to make
25	it more clear so that when you start getting the

1	bonuses that it's step-by-step, and we've tried to
2	make that very clear. Because sometimes I think the
3	confusion about high-needs school is not just a high-
4	needs school, but we wanted to make sure you go
5	back to the law and it also says academics. And so
6	we just made sure we clarified it and that we matched
7	what was in ESSER. We worked with Deb Coffman's
8	group.
9	DR. MOORE: How many years do they get that
10	bonus?
11	MS. SARACINI: The bonus, well, it depends.
12	DR. MOORE: Okay.
13	MS. SARACINI: And that's why we wanted to make
14	it very clear if you're not working in a high-needs,
15	high-academic needs not just poverty, the
16	academics then it's \$9,000 a year up to where you
17	can have \$45,000 which is five years. Okay. And
18	that's after designation. And so the process and
19	we tried to make that clear in these new rules is
20	you go through Phase 1, it's Master Principal Phase
21	1; and then you apply, if you want to go on, to Phase
22	2; then you apply to Phase 3. And then once you
23	complete Phase 3 you have the option to designate.
24	And the designation is when the bonuses come in.
25	DR. MOORE: Okay. And that's done so if

1 you're in a high-needs you could get up to \$25,000 a 2 year? 3 MS. SARACINI: Yes, ma'am. Uh-huh. And that's why we wanted very -- clarity. 4 5 DR. MOORE: Certainly. MS. SARACINI: Uh-huh. 6 7 DR. MOORE: Okay. Thank you. 8 SECRETARY KEY: Well, Karli did touch on it, but 9 I was going to point out we continue to find rules that have references to No Child Left Behind --10 11 DR. MOORE: Yes. 12 SECRETARY KEY: -- this many years after the new 13 ESSA plan has been adopted. So -- and, again, this was one of those where we found references. 14 And 15 consider too my recollection is the Master Principal 16 program was another response under No Child Left Behind for school improvement and encouraging school 17 18 leaders to go into those hard to -- develop school 19 leaders in those hard to -- harder to reach areas. This really just modernizes a lot of that effort as 20 21 well. 22 MS. SARACINI: They haven't been changed since 23 2014, so it's a long period of time. 24 Thank you. DR. MOORE: 25 CHAIRMAN NEWTON: Any other questions?

1	MR. SUTTON: I have a question. In talking
2	about the bonus, when it's paid out, it makes
3	reference to "provided funds are available" or
4	something like that. So the question is if someone
5	is in the program I assume funds are set aside for
6	those that are in, in anticipation that they'll
7	complete the program? In other words, they didn't do
8	all this for naught?
9	SECRETARY KEY: Subject to appropriation of the
10	Legislature. That's what that phrase is yeah, so
11	if Legislature didn't fund that line, then there
12	wouldn't be any funding available. So that's a
13	common phrase in a number of programs that it
14	helps hedge our bets in case there's something that
15	happens in the Legislature that just zeroes the line
16	item out, there's then there's no obligation or
17	there's no commitment to continue paying that,
18	because there's no funding and appropriation for it.
19	So I don't know if it's ever happened, but I will say
20	that it is it's one of those things that protects
21	the Department and it lets the participants know that
22	there is a legislative action that has to take place.
23	MR. SUTTON: Okay.
24	CHAIRMAN NEWTON: Dr. Rankin, did you have a
25	question?

- September 9, 2021

1 DR. RANKIN: No questions. CHAIRMAN NEWTON: Okay. Any other questions? 2 3 All right. So we need a motion to approve releasing for public comment pending Governor's 4 5 office approval. DR. RANKIN: I make that motion. 6 7 CHAIRMAN NEWTON: Okay. Motion by Dr. Rankin. 8 MR. SUTTON: I'll second. 9 CHAIRMAN NEWTON: Seconded by Mr. Sutton. All in favor? 10 11 (UNANIMOUS CHORUS OF AYES) 12 CHAIRMAN NEWTON: Any opposed? 13 Okay. VII.7. FOR PUBLIC COMMENT RELEASE: DESE RULES GOVERNING 14 15 ELIGIBILITY AND FINANCIAL INCENTIVES FOR NATIONAL BOARD FOR PROFESSIONAL TEACHING STANDARDS 16 17 CHAIRMAN NEWTON: Ms. Saracini, you're still 18 going. 19 MS. SARACINI: Yes, I am. Next up is the background checks. And this one --20 21 CHAIRMAN NEWTON: Well, I think -- did we skip 22 one, National Board? 23 MS. SARACINI: Oh, National Board. Yes. 24 CHAIRMAN NEWTON: Okay. 25 MS. SARACINI: I was going to try to skip that

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

147

1 one. CHAIRMAN NEWTON: All right. We'd have a lot of 2 unhappy people if you skip that one. 3 MS. SARACINI: I know. National Board, again it 4 was just cleaning up, you know, the change from like 5 Division to DESE, those type kind of clean-ups; not 6 7 very much at all. 8 CHAIRMAN NEWTON: Okay. Any questions about the 9 National Board rules? DR. MOORE: I just want to double-check. 10 So it's changing a little bit of the processes, but it's 11 12 not changing the amounts? 13 MS. SARACINI: No. DR. MOORE: Okay. 14 15 MS. SARACINI: No. There were dates that No. 16 had already gone by, because when -- the change was 17 back in 2017. And so we just struck those dates out 18 because it's already -- it's just clean-up. 19 DR. MOORE: Okay. 20 MS. SARACINI: Uh-huh. 21 DR. MOORE: Thank you. 22 CHAIRMAN NEWTON: Any others? 23 Then we need a motion to approve pending Okav. 24 Governor's office approval. 25 DR. MOORE: I move to approve pending Governor's

1 office approval. 2 CHAIRMAN NEWTON: Okay. Motion by Dr. Moore. MS. McFETRIDGE: 3 Second. CHAIRMAN NEWTON: Second by Ms. McFetridge. 4 All in favor? 5 (UNANIMOUS CHORUS OF AYES) 6 7 CHAIRMAN NEWTON: Any opposed? 8 Okay. 9 VII.8. FOR PUBLIC COMMENT RELEASE: DESE RULES GOVERNING 10 BACKGROUND CHECKS 11 MS. SARACINI: Okay. 12 CHAIRMAN NEWTON: Now, background checks. 13 MS. SARACINI: Yes. Now, background checks. This was not something that came about with us, 14 15 but the State Police, as of July 27th, is no longer accepting paper cards; it all has to be electronic. 16 So we had to kind of just change our rules --17 18 CHAIRMAN NEWTON: Right. 19 MS. SARACINI: -- to match that new law. They 20 will -- now they will accept reciprocity, which is 21 out-of-state. 22 CHAIRMAN NEWTON: Okay. 23 MS. SARACINI: And that's the only exception. 24 CHAIRMAN NEWTON: Okay. So this is just for the 25 digital fingerprinting now?

1 MS. SARACINI: Uh-huh. CHAIRMAN NEWTON: 2 Okay. MS. SARACINI: You know, many years ago, we 3 asked for it but we didn't mandate it. Well, now the 4 5 State Police -- and they will not accept it from 6 anyone --7 CHAIRMAN NEWTON: Okay. 8 MS. SARACINI: -- not just us. 9 CHAIRMAN NEWTON: Okay. All right. Do we have a motion to release these pending Governor's office 10 11 approval? 12 MS. McFETRIDGE: So moved. 13 CHAIRMAN NEWTON: Okay. Motion by Ms. McFetridge. 14 15 DR. RANKIN: I'll second. CHAIRMAN NEWTON: Seconded by Dr. Rankin. 16 17 All in favor? 18 (UNANIMOUS CHORUS OF AYES) 19 CHAIRMAN NEWTON: All right. 20 Do we wait on our Secretary here? 21 Okay. We're going to wait just a minute. 22 MS. SARACINI: Okay. 23 CHAIRMAN NEWTON: How about let's take a 10-24 minute break. Would that break your heart, Ms. Saracini? 25

1 MS. SARACINI: No. CHAIRMAN NEWTON: Okay. Let's take a 10-minute 2 break, until 2:00. 3 (BREAK: 1:50 P.M. - 2:03 P.M.) 4 5 VII.9. FOR PUBLIC COMMENT RELEASE: DESE RULES GOVERNING THE CODE OF ETHICS FOR ARKANSAS EDUCATORS 6 7 CHAIRMAN NEWTON: So, on our agenda we're to Number 9 of Part 7, rules governing the Code of 8 9 Ethics for Arkansas Educators. Ms. Saracini. MS. SARACINI: Karli Saracini, A.C. 10 Again, we did some clean-up. The only major 11 12 thing is we changed some time limits because, if you 13 remember correctly, last year we were having the time issue. 14 15 CHAIRMAN NEWTON: Yeah. MS. SARACINI: And I can now say that it's down 16 17 to way less than 100 days. 18 CHAIRMAN NEWTON: Okay. MS. SARACINI: I mean, and it's awesome. 19 20 CHAIRMAN NEWTON: Good. 21 MS. SARACINI: And so this really limits it so 22 that we never get into that place again. 23 CHAIRMAN NEWTON: Good. Good. 24 All right. So we need a motion to approve for 25 public comment pending Governor's office approval.

- September 9, 2021

1 (MOMENT OF SILENCE) CHAIRMAN NEWTON: Do we have a motion? 2 3 DR. RANKIN: So moved. CHAIRMAN NEWTON: Motion by Dr. Rankin. 4 MR. SUTTON: Second. 5 CHAIRMAN NEWTON: Seconded by Mr. Sutton. 6 7 All in favor? (UNANIMOUS CHORUS OF AYES) 8 9 CHAIRMAN NEWTON: Any opposed? 10 Okay. VII.10. FOR PUBLIC COMMENT RELEASE: DESE RULES GOVERNING 11 12 EDUCATOR LICENSURE CHAIRMAN NEWTON: Educator Licensure. 13 MS. SARACINI: Again, we're asking for release 14 15 for public comment. We have had some changes. There are not a lot, but you might -- you may remember, due 16 17 to legislation, we had to put in here a highly qualified professor pathway due to law. And so that 18 is kind of based off the PPTL; it's just not going to 19 provisional, it just goes straight to a standard. 20 21 CHAIRMAN NEWTON: Okay. 22 MS. SARACINI: With three years of experience, 23 it's labeled in there. And it's kind of on your --24 what we talked about, the little summaries, if you 25 kind of look through there, and it tells you exactly

1 what section so that you can go and look for the details. 2 3 CHAIRMAN NEWTON: Okay. MS. SARACINI: Okay. Another one that we're 4 looking at -- you know, you're always asking us for 5 data. And currently we get our data from our EPPs, 6 7 Higher Ed., from Title 2. And that is a year to two year old. They're putting in now last year's. 8 So 9 it's always two years behind. So we are --CHAIRMAN NEWTON: Ms. Saracini, EPP -- make sure 10 11 everybody knows what we're talking about. 12 MS. SARACINI: Educator Preparation Programs. 13 These are your traditional at our IEGs, our Higher Eds. And then we also have some nontraditional, like 14 15 APPLE, that we have; we have our MATs, we have several other routes that are out there. And so we 16 are wanting to do -- in these rules we talk about a 17 18 state review. In the past we haven't had a state review, and so we want to start having a state review 19 20 and we talk about that. Other states are going to 21 that --22 CHAIRMAN NEWTON: Okay. 23 MS. SARACINI: -- because it used to just be NCATE, then it was TEAC, and now it's CAEP. And so 24 25 we're going to do a state review. This is what is

1	happening across, where we go in and do a quality
2	check of the educator prep programs, whether they're
3	traditional or nontraditional.
4	CHAIRMAN NEWTON: Would that start this school
5	year?
6	MS. SARACINI: This year we are going to pull
7	our stakeholders together and we're going to be able
8	to design it
9	CHAIRMAN NEWTON: Okay.
10	MS. SARACINI: and develop it.
11	CHAIRMAN NEWTON: So develop this year, then
12	implement next year?
13	MS. SARACINI: Yes. We hope to pilot next year.
14	CHAIRMAN NEWTON: Okay.
15	MS. SARACINI: And so that's probably one of the
16	majors, besides the high qualified professor route.
17	That's really and then we just had some clean-ups
18	along the way. We and that's really and we
19	added the early childhood pre-K first time licensure
20	area. And we did that in response to several years
21	ago we went from K4 P4 to K6, and that was so that
22	we could have 5th and 6th grade teachers. And then,
23	now, we don't have a lot of pre-K teachers and we did
24	not have this first-time license. And so the need is
25	there and that's what we're doing.

Γ

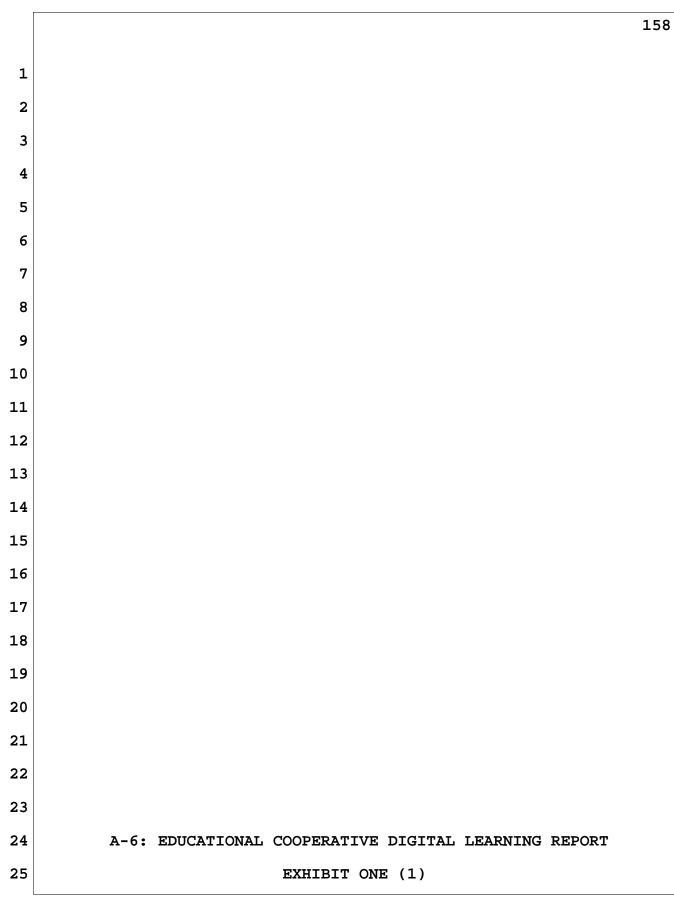
	155
1	CHAIRMAN NEWTON: Okay.
2	MS. SARACINI: And so those are the again,
3	it's more clean-up. Those are the major changes.
4	CHAIRMAN NEWTON: Okay. Even though these rules
5	technically are not into effect, the highly qualified
6	professor route is already available?
7	MS. SARACINI: Yes.
8	CHAIRMAN NEWTON: Okay.
9	MS. SARACINI: Because it was within law,
10	legislation.
11	CHAIRMAN NEWTON: All right. Any questions
12	about licensure?
13	Okay. Then we are ready for a motion.
14	DR. MOORE: So moved to approve pending
15	Governor's office approval.
16	CHAIRMAN NEWTON: Okay. Have a motion by Dr.
17	Moore.
18	MR. HENDERSON: Second.
19	CHAIRMAN NEWTON: Seconded by Mr. Henderson.
20	All in favor?
21	(UNANIMOUS CHORUS OF AYES)
22	CHAIRMAN NEWTON: Any opposed?
23	MS. SARACINI: Thank you.
24	VII.11. RELEASE FOR PUBLIC COMMENT: STANDARDS FOR
25	ACCREDITATION OF ARKANSAS PUBLIC SCHOOLS AND SCHOOL DISTRICTS

1 CHAIRMAN NEWTON: All right. Ms. Hyatt. A qood thing to end our day on. 2 3 MS. HYATT: The rules governing the Standards for Accreditation of Arkansas Public Schools and 4 School Districts are ready to be released for public 5 comment pending Governor's office approval. And just 6 7 a reminder, these will also go through a stakeholder group and they'll go to Joint Ed., the Senate and 8 9 Hour Committee on Education before there's a final version; so there's additional steps for review. 10 And 11 I'm happy to answer any questions. 12 CHAIRMAN NEWTON: Major changes? 13 Most of the changes -- well, some of MS. HYATT: the changes are in response to legislation, Act 688 14 15 which was the school start date. We included that in 16 the piece about instructional days to allow for the new alternative calendar. And then also the Computer 17 18 Science legislation which was Act 414 about must have a computer science credit for graduation and must 19 20 have a computer science teacher at each high school; 21 those components have been added. The rest of them 22 are really clean-up. We separated Class Size and 23 Teaching Load into two separate standards as opposed 24 to one, so it's easier to monitor if someone just has 25 a waiver of one piece. And then a couple of making

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

156

	157
1	sure we had the correct whether it was citation or
2	probationary district versus a school, if there was a
3	violation.
4	CHAIRMAN NEWTON: Okay. All right. Any
5	questions over here for Ms. Hyatt?
6	Over here?
7	Ms. Woods?
8	MS. WOODS: (shaking head from side to side)
9	CHAIRMAN NEWTON: No. Okay.
10	Then we are ready for a motion.
11	DR. RANKIN: I will move to approve.
12	CHAIRMAN NEWTON: Okay. Move to approve by Dr.
13	Rankin.
14	MS. McFETRIDGE: Second.
15	CHAIRMAN NEWTON: Second by Ms. McFetridge.
16	All in favor?
17	(UNANIMOUS CHORUS OF AYES)
18	CHAIRMAN NEWTON: Any opposed?
19	(NO ONE INDICATED OPPOSITION)
20	
21	
22	(The Action Agenda was concluded at 2:09 p.m.)
23	
24	
25	



CERTIFICATE

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 September 9, 2021, 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: September 16, 2021.

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

\$	- 132:9;133:8,25; 135:23;141:25;142:3	11:13,17;77:8,11; 78:13;81:3;89:6;	agenda (10) 7:15;44:18;60:2,3;	Amplify (1) 109:8
Ψ	accept (4)	119:3;121:4;156:10	117:17;118:16,17;	Anderson (6)
\$2,000,000 (2)	117:20,22;149:20;	additionally (1)	120:1;151:7;157:22	47:4,5,11;51:16,
46:11;53:14	150:5	36:12	ago (9)	20;52:2
\$200,000,000 (2)	accepting (1)	address (3)	9:1;17:7,7;47:11;	and-mortar (2)
46:10;53:14	149:16	33:22;77:11;	74:15;88:2;131:14;	90:18;103:3
\$25,000 (1)	access (5)	107:17	150:3;154:21	angry (1)
145:1	20:11,12;97:20;	addresses (1)	agree (3)	50:2
\$250,000 (1)	98:6;135:13	109:13	74:14,14;100:13	Annex- (1)
46:9	accommodate (1)	ADE (2)	agricultural (1)	139:20
\$30,000 (1)	108:12	22:4;53:23	50:4	ANNEXATION (3)
88:13	accommodated (1)	adjust (1)	ahead (7)	138:10,19;139:21
\$42,318 (1)	88:4	61:7	8:16;21:19;42:13;	answered (2)
24:16	account (2)	adjusted (1)	48:9;53:18;59:1;	69:1;131:14
\$45,000 (1)	46:10,11	61:8	124:17	anticipate (1)
144:17	Accountability (2)	adjustments (2)	ahhh (1)	126:14
\$9,000 (1)	118:21;136:16	48:17;81:9	87:8	anticipated (1)
144:16	accounts (1)	administra- (1)	aid (1)	62:23
	79:16	53:20	70:4	anticipating (1)
ſ	Accreditation (3)	administration (4)	align (1)	31:1
Ľ	22:7;155:25;156:4	25:11,11;36:19;	142:22	anticipation (2)
[AUDIENCE (2)	achieved (1)	53:20	Allen (28)	115:6;146:6
6:24;58:5	78:4	administrator (1)	19:22;20:5,17,21;	anxious (1)
	achievement (2)	143:17	21:2,4,6,9,17,20,21;	65:8
Α	25:18,19	admitted (1)	30:7,23;31:9,21;32:9,	apologies (1)
	across (5)	95:19	24;33:3;34:6;35:16;	73:23
A-6 (1)	26:19;30:8;113:12;	adopted (1)	37:3,6;38:17;39:18,	appealable (2)
158:24	116:9;154:1	145:13	22;43:3,24;44:10	55:12,24
aa (1)	ACT (8)	ads (1) 55:22	allow (6) 11:24;37:4;45:19;	appearance (1) 52:23
127:25	6:11;19:13,15; 44:11;118:14;141:7;	advantage (1)	72:16;75:6;156:16	appended (1)
AAEA (1)	156:14,18	114:4	allowed (1)	60:9
5:12	action (4)	advertised (1)	101:24	APPLAUSE] (1)
ab (1)	117:17;136:23;	9:15	allowing (2)	6:24
129:3	146:22;157:22	advertising (1)	10:23;29:21	APPLAUSE} (1)
ability (3)	activities (1)	62:1	allows (1)	58:5
32:10;66:3;79:12	84:8	advisor (1)	90:25	APPLE (1)
able (23)	actual (2)	13:21	almost (2)	153:15
12:1;13:10;15:23;	35:6;70:7	affect (1)	74:16;94:10	application (11)
35:14;45:6,16,18,23;	actually (13)	38:10	along (4)	35:7;100:14;120:3,
46:6,8;52:7;60:12; 79:13;81:9;87:1;	15:17,23;26:5;	affirm (2)	34:21;78:16;	5;121:3;129:7,8,9;
	27:14;30:23;31:2;	8:16;21:13	102:10;154:18	130:7,8;132:4
88:9,19,24;89:13,15, 24;95:20;154:7	33:18;38:4;41:17;	afraid (4)	alongside (1)	applications (14)
absence (1)	61:17;76:21;81:7;	64:24;82:25;84:13;	79:17	58:21;89:2;100:9,
45:22	141:6	102:17	alternative (1)	20,21;118:14,18,22;
absolutely (6)	adaptive (2)	afternoon (14)	156:17	122:19;128:1,2;
7:6;18:2;50:5;	91:3,19	64:1;107:3;117:13;	always (10)	131:16,21;132:13
51:23;52:1;131:6	add (11)	118:16,17,19;125:16,	30:18;36:7;67:8;	apply (3)
abundance (1)	9:10;29:13,14;	18,19;131:22;134:4,	68:20;81:13;90:8;	135:14;144:21,22
96:12	32:18;57:7;64:22;	5;140:12,13	98:5;126:6;153:5,9	applying (1)
ac (3)	83:8;108:20;116:17;	again (25)	amazing (3)	90:25
130:6;142:4;	121:4,18	9:22;19:24;23:20;	88:19;113:8,13	appreciate (26)
151:10	added (4)	28:21;43:21;49:1;	ameliorate (1)	6:22;7:4;19:9;
academic (8)	84:22;102:5;	50:19;61:6;65:4,20;	31:17	33:15;41:22;43:7;
14:23;46:24;84:3,	154:19;156:21	86:2;89:24;102:23;	American (1)	47:16;48:1;52:22;
18,19;132:6,7,10	ADDENDUM (10)	105:3;106:18;115:3,	79:23	58:10;60:23,23;
academically (1)	118:24,25;119:25;	11;124:23;143:14;	Americorps (1)	67:16;72:2,4;75:1,4,
84:15	120:21,22,23,24,25;	145:13;148:4;	68:6	14;86:3,10;87:1;
academics (2)	121:3;123:10	151:11,22;152:14;	amount (2)	101:23;117:3,4,5,11
144:5,16	addition (2)	155:2	30:16;33:7	appreciated (4)
academy (8)	95:22;104:7 additional (10)	age (3) 63:8;67:12;105:8	amounts (1) 148:12	12:23;33:18;34:10; 35:6
88:20;131:19;	additional (10)	63.8.6/.17.115.8		12.0

appreciative (3) 6:20:34:6:85:23 apprentice (3)8:10;15:24;19:21 apprentices (2) 29:17,21 apprenticeship (5) 15:20;22:2,10; 23:16;44:3 approach (2) 91:1;96:20 appropriate (2) 15:23;135:13 appropriation (2) 146:9,18 **APPROVAL (16)** 5:2;23:15;27:20; 34:14;139:5,10; 140:19;141:14; 142:7;147:5;148:24; 149:1;150:11; 151:25;155:15;156:6 approve (41) 5:22,24;18:9; 57:15;119:15,16,18; 120:11;121:25; 124:17,19,21;125:2, 3;127:3,8;128:20; 129:19,22;130:18,19; 132:11,14:133:12,13; 137:22,24;139:12,15, 18.18.23.24:141:13: 147:3;148:23,25; 151:24:155:14: 157:11,12 approved (11) 26:17:40:8:97:10; 102:5;119:2,2;120:2; 121:2;123:7;132:3; 139:14 April (1) 44:21 APSRC (1) 143:22 area (12) 43:8;46:16,19; 50:9;51:5;63:9;96:9; 98:6;107:24,25; 135:20;154:20 areas (7) 34:8;82:21,22; 98:3,15;135:11; 145:19 arena (1) 63:8 Arkansas (58) 13:17;16:1;19:20; 21:24;22:2,5,7,9,12; 23:24;25:10;27:2; 29:6:59:9:73:3: 86:20,22;88:1,4,5,14; 90:22:97:21.25; 98:14;99:19;109:20;

120:21,22;127:16,17, 18.19.20.21.22.23.24. 25:128:3,9,11; 131:17,19;132:5,8; 133:7,24;135:22; 140:9,11,18;141:24; 142:2;151:6,9; 155:25;156:4 ArkASPA (1) 5:12 arm (1) 101:3 around (5) 55:23;96:17,17; 108:1.5 arrived (1) 32:3 Ashley (1) 45:13 aside (1) 146:5 aspect (1) 81:1 assess (1) 35:14 assesses (1) 90:23 assist (2) 98:11,13 Assistant (7) 5:10;19:22;21:21; 31:3:41:11:76:6: 92:15 assisting (2) 54:2:94:7 assume (3) 31:14:50:3:146:5 assumes (1) 37:12 assuming (1) 124:19 ATKINS (2) 127:23;128:5 attend (2) 63:24;95:1 attendance (15) 48:3;63:19,24; 65:2,2,4;66:12;76:23, 25;77:2;80:17,19,24; 92:4;93:21 attending (2) 94:13.22 attends (1) 11:20 attention (2) 46:13:79:7 attentive (1) 77:2 attorney (1) 7:3 attracted (1) 134:17 attrition (1)

8:25 August (3) 31:1;115:6;132:2 Authorizing (2) 132:1,3 automatically (1) 90:23 available (12) 26:25;68:2,8,8: 92:25:93:15:114:3; 132:15;134:1;146:3, 12:155:6 average (1) 33:1 avid (1) 49:4 awake (2) 130:15,25 award (1) 80:19 aware (2) 22:12;34:22 awareness (4) 95:9;99:9;107:19; 109:15 away (4) 47:13;76:17;80:15; 94:16 awesome (1) 151:19 **AYES (24)** 6:6:18:18:43:18: 57:21;118:4;119:22; 120:17;122:5;125:7; 127:13:128:25; 130:3;131:3;133:22; 136:5;138:5;140:4; 141:19;147:11; 149:6;150:18;152:8; 155:21:157:17 B baby (1) 92:18 bachelor's (1) 16:14 back (38) 9:2;28:10;35:20; 37:12:38:1:46:13: 49:1;52:21;57:2; 60:2;61:21;62:19; 65:12;68:6;71:16; 83:6;86:11;88:3; 89:19,22;94:14,15; 100:14,18;104:7; 107:12;108:4;110:5; 114:8;117:7,8; 118:12;123:20,21,25; 124:18:144:5:148:17 background (7) 27:9:83:3:98:22: 147:20;149:10,12,13

back-to-back (2) 95:11.16 bad (1) 76:18 balanced (1) 135:6 ball (1) 72:14 bands (1) 84:23 bare (1) 96:21 barely (1) 74:15 base (2) 33:25;101:15 based (6) 11:2;90:21;91:9; 96:15;109:18;152:19 basically (2) 62:8:64:16 basis (6) 10:19;11:20;78:17; 104:2,18;143:19 beaming (1) 54:19 beautiful (1) 79:18 became (1) 35:3 Beckwith (14) 59:6:75:23.24.25: 82:7;83:8;84:21,25; 85:19:86:2.18:87:17. 20;100:24 become (5) 17:1:23:10:31:2; 41:21:135:6 becomes (1) 34:24 becoming (1) 56:4 beg (1) 7:9 begin (6) 6:14;8:22;20:1; 90:10;95:11,14 beginning (10) 23:11;24:14,17; 27:12;31:24;55:15; 84:21;95:12;98:20; 105:19 behalf (2) 45:21:92:19 behind (6) 42:14;95:2,25; 145:10,17;153:9 below (1) 9:11 beneficial (4) 35:25;64:10;82:23; 83:22 benefit (1)

92:17 benefits (1) 38:12 benefitted (1) 97:10 **Bennett** (1) 76:7 beside (1) 34:21 besides (1) 154:16 best (18) 7:2,12;10:16; 18:20;22:22,25;23:8; 24:24;43:22,23; 62:25;66:3;77:5; 79:13;94:17;111:17; 112:16;117:9 bet (1) 112:18 Bethany (17) 77:13,15,18,21; 82:8,15;83:25;84:1,5, 19,25;85:1,3,13; 86:19;95:5;108:2 bets (1) 146:14 better (9) 18:3;39:4;75:13; 76:22;92:24;98:20, 24:108:3:116:7 big (8) 25:15:48:18:57:9; 58:1:62:19:76:24: 79:21;138:22 bigger (1) 111:6 biggest (5) 23:22;78:8,21; 110:25:112:15 birdie (1) 6:14 bit (21) 12:18;13:20;29:18; 32:13;37:5;39:3; 76:22;83:18;91:25; 92:1;94:24;102:3,7, 12,23;106:2,5; 108:14;123:1; 134:18;148:11 blanket (2) 16:17:17:13 blending (1) 91:15 blends (1) 90:24 bless (1) 56:25 blessed (1) 12:16 blesses (1) 89:16

BLUFF (2)

44:11,12 board (46) 5:7:6:19:7:3.10; 8:11:12:6:18:5:19:8: 29:25;32:2;41:13; 43:2;44:23,25;45:8; 46:1,1;47:10,15;48:1, 3,6:50:24:56:11; 57:24;58:3,22;59:17; 60:23:66:5:81:17: 93:4;97:5;102:19; 113:12;119:2; 131:24;132:11,12; 136:14;138:17; 147:15,22,23;148:4,9 **Boardman**(1) 97:6 **bold-faced** (1) 23 27:24 bonds (2) 80:14:83:5 bonus (3) 144:10,11;146:2 bugs (2) bonuses (2) 144:1,24 build (1) boots (1) 36:9 both (17) 10:23;21:8;26:18, 24:31:12,12:37:17; 46:19:48:2:61:11: 83:22,23;85:9;86:17; 96:7:99:15:107:22 bothering (1) 39:14 Bowlin (18) 59:12:106:25: 107:1,2,4;112:22; 113:1,20,22;114:9, 12,16,18;115:5,14, 24;116:1,11 Buzz (2) Brad (3) 59:4;99:24;100:3 brag (3) 100:6,23;110:17 brain (2) 53:2;96:24 branched (2) 91:11,20 brand-new (1) 122:19 Brasel (3) 7:16;8:1;12:15 break (9) call (9) 61:24;69:10; 117:14;118:6,13; 150:24,24;151:3,4 Brian (1) 7:17 brick-(2) 90:17:103:2 brick-and-mortar (2) came (9)

BRIEF(1) 20:18 90:5:149:14 bright (1) camera (5) 67:8 bring (3) campus (7) 51:10;77:8,10 bringing (3) 5:11:57:2:88:23 campuses (1) 132:5 brings (1) 80:18 can (84) broadband (6) 8:10,12;10:11; 72:8,18,20;73:6; 97:20:98:14 brought (3) 35:2:74:11:76:16 **BRYANT (4)** 136:11;137:2,16, budget (1) 108:8 budgeting (1) 53:8 101:18,18 67:15 building (14) 13:1;25:6,11,21; 26:8;32:12;33:6,8; 35:3,22:113:5; 114:11,14:115:12 132:13:141:4; bunch (1) 138:22 candidate (5) **BUREN (12)** 9:16;17:12,25; 19:13,15;21:22; 26:15:38:21 22:10,23;24:15; candidates (13) 25:24;26:2,4;37:3; 38:22:42:8 business (1) 46:8 38:24 Candiss (1) 62:3;64:12 76:6 Candra (1) С 7:16 cap (1) CADDO (2) 40:11 127:22;128:5 capability (1) CAEP(1) 72:18 153:24 capacity (1) calendar (1) 108:6 156:17 Capturing (1) calibrate (1) 80:8 carbon (1) 72:11 103:4 17:23;83:19;89:6; carbon-(1) 92:6,7,7,9;94:10; 103:6 cards (1) 110:10 called (2) 149:16 59:16;64:8 care (2) calling (1) 75:6,7 94:14 career (2) 18:23;87:22 30:25;48:11,20; Carpet (2)

53:25;76:7,7:89:17; 20:4,5,11,13;79:22 9:5;10:21;11:1,2; 114:10;132:7,9 11:17:12:18:15:24; 19:19;21:2;24:5,11; 38:5;40:3,7,10,19,19, 20;42:12;43:23;51:9; 53:12;57:3;59:20,21; 61:9,13;65:1;66:18; 69:10;70:4,11;71:19, 21;72:20;74:11; 75:11;77:18,25;78:4, 11,15,19;79:4,5,6,14, 16;80:1,7,13,21;83:2, 6;87:12;88:7;89:5; 90:12;92:13,19; 93:12;94:6,6,10,17; 98:11,13;101:21; 104:9,11;108:13; 110:12:113:17; 116:4,22,25;119:12; 123:20,24;126:6; 144:17:151:16:153:1 16:7,8;17:18;23:2, 25;24:8;28:18;29:8; 30:16;31:11,13;36:6;

104:15.16 carrot (1) 66:16 carry (1) 52:20 case (1) 146:14 case-by-case (1) 143:19 cases (5) 41:16;47:19;64:20; 68:17:116:5 Caster (1) 106:20 catch-up (1) 42:13 categories (1) 135:1 catered (1) 142:19 Cathi (5) 59:9;86:21,23; 96:7,9 Central (9) 26:4,11;27:5,18; 28:13,23;59:15; 106:19;107:7 certain (6) 49:24;56:2;67:12, 12,13;138:20 certainly (4) 33:25;47:3;67:14; 145:5 certified (7) 27:14,19;39:6,8; 41:11,21;95:24 cetera (1) 50:6 Chair (3) 19:7:47:2:56:10 CHAIRMAN (344) 5:5,20;6:1,4,7,10, 12;7:12,19,23;8:6,14, 21;12:5,21;13:5,7; 15:5,7,9,11;16:3,5, 15,21,25;17:2,4,10, 14,16,21;18:2,10,13, 16,19;19:5,11,14; 20:2,7,9,12,15,21; 21:1,3,5,7,10,18; 29:11,23;32:4,23; 33:11,13;36:15; 37:23;39:12,19,24; 40:6,24;41:4;42:4, 21;43:1,13,16,19,25; 44:6,12,16;45:3,9,17; 46:4,12;47:1,24; 48:5;52:17;53:18,22; 54:5,9,12,16,19;55:1; 56:8,17;57:6,11,17, 22;58:6,8,13,19;59:8, 11;60:6,14,20;66:1,4, 8;67:17,19;69:5;

September 9, 2021

72:5;73:10,12,16,19, 22.24:74:1.20:75:12. 16,20,24;77:17,20; 81:16,21,23,25;82:2, 5;83:24;84:21;85:2, 11,19;86:13,24;93:3, 7;96:4;98:18;99:12, 20,25;100:2;104:21; 105:1,18,22,25; 106:3,8,12,15:107:1; 112:18;113:3; 114:20,22,25;115:13, 23,25;116:2,12; 117:1,19,21,24; 118:2,5,11,15;119:6, 11,14,17,20,23; 120:7,12,15,18; 121:7,11,13,15,17, 23;122:1,3,6,25; 123:6,17,21,24; 124:3,10;125:1,4,8, 10,13,17,19,24; 126:25;127:5,7,11, 14;128:8,15,19,23; 129:1,4,6,11,17,21; 130:1,4,10,15,17,19, 25;131:4,7,20; 132:17,23;133:2,6, 10,17,20,23;134:3,5, 8;135:18,25;136:3,6, 12,21,24;137:8,11, 13.15.21.25:138:3.6. 12,14,25;139:3,6,8, 17,24;140:2,5,7,10, 13,20,24;141:11,15, 17,20;142:1,9,11; 145:25;146:24; 147:2,7,9,12,17,21, 24;148:2,8,22;149:2, 4,7,12,18,22,24; 150:2,7,9,13,16,19, 23;151:2,7,15,18,20, 23;152:2,4,6,9,13,21; 153:3,10,22;154:4,9, 11,14;155:1,4,8,11, 16,19,22;156:1,12; 157:4,9,12,15,18 challenge (1) 61:1 challenges (5) 22:18;47:17,18; 55:4:56:24 challenging (2) 13:25;51:7 chance (1) 55:16 chances (1) 97:18 change (7) 10:3;138:23; 142:14;143:16; 148:5,16:149:17 changed (6)

Min-U-Script®

87:6:91:14

	r
108:10,12;142:14,	cl
15;145:22;151:12	-
changes (10)	С
55:6,9;143:3,9,12; 152:15;155:3;	
152.13,135.3,	
changing (3)	
143:16;148:11,12	
charter (10) 61:18;120:3;	
131:16,21,23,25;	
132:2,4;134:10;	cl
136:18	
charts (1)	C
80:25 cheap (1)	cl
46:21	C
check (3)	cl
40:10;119:6;154:2	
check-ins (1) 104:1	
checkpoint (2)	
35:23,23	
checks (5)	
93:21;147:20; 149:10,12,13	
child (10)	
65:14;71:20;72:22;	
73:6;79:13,17;84:13;	
110:16;145:10,16	
childhood (1) 154:19	cl
children (4)	
8:1;11:9;56:3;	
92:15 choice (2)	cl
115:3,11	CI
choose (2)	cl
109:24;135:16	
choosing (1)	cl
128:9 CHORUS (24)	cl
6:6;18:18;43:18;	
57:21;118:4;119:22;	
120:17;122:5;125:7; 127:13;128:25;	cl
127:13;128:25; 130:3;131:3;133:22;	cl
136:5;138:5;140:4;	
141:19;147:11;	
149:6;150:18;152:8; 155:21;157:17	cl
chose (2)	cl
24:10;102:19	
Cindy (3)	cl
53:20;54:1,4	
citation (1) 157:1	cl
CKLA (1)	
109:8	co
CLARENDON (4)	-
120:21;121:4,8,19 clarified (1)	co
144:6	

arity (2) 143:24:145:4 lass (28) 8:9;9:12,20,21,21; 16:12,12;19:18;22:4; 40:2;69:8,11;78:9; 80:3;81:12,12,13; 85:8;90:7;102:20; 103:14;104:17; 108:22;116:3.5; 126:2,14;156:22 asses (4) 31:8,9;53:7;63:15 **CLASSIFICATION (1)** 44:15 lassified (1) 44:23 assroom (50) 10:7,10,21,24; 11:25;14:2,3,10; 17:19;18:21;23:3; 24:6,19;25:7;26:6,6, 14;28:6,19;31:15; 36:20:37:8.9.14.17: 38:20;39:4,15;41:19; 61:11;66:25;68:12, 13,14,18;69:13; 70:24;74:11;78:9,10; 87:6;89:22;90:11,12; 109:23;110:6,20; 112:5;113:18;126:17 assrooms (10) 26:12,19:34:21; 35:4:37:13.19:44:5: 91:4;108:22;110:3 ean (1) 143:24 leaned (1) 143:13 eaning (1) 148:5 ean-up (4) 148:18;151:11; 155:3;156:22 ean-ups (2) 148:6;154:17 ear (5) 143:23,25;144:2, 14,19 lick (2) 64:14,17 ock (1) 45:23 ose (6) 47:14;50:12;100:8; 103:17;126:17,22 osely (5) 51:1,8,13,15;103:2 **o- (1)** 59:18 oach (4) 78:17;92:16;95:20; 110:9

coaching (2) 11:14.17 code (4) 22:5;80:25;151:6,8 codes (1) 80:21 Coffman (3) 136:13,14,22 Coffman's (1) 144:7 collaboration (1) 13:17 colleagues (1) 57:8 collecting (1) 25:16 collection (2) 51:1,5 college (3) 9:25;38:23;135:8 colleges (1) 15:14 combining (1) 82:20 Comet (1) 62:3 comfort (1) 56:23 comfortable (9) 56:23;78:2,4; 87:21,23;89:19,21; 92:20:126:6 coming (9) 10:19;16:9;17:16; 34:20:65:10:75:2; 95:25;96:13;116:13 commend (1) 12:9 COMMENT (17) 138:9.18.21;139:9. 16;140:8,17;141:23; 147:4,14;149:9; 151:5,25;152:11,15; 155:24;156:6 comments (9) 27:23;34:7;48:6; 52:17;55:2;57:7; 76:2;116:16;142:6 **Commissioner** (1) 5:10 commitment (1) 146:17 **Committee (3)** 41:10;143:7;156:9 common (4) 11:12;12:25; 117:10;146:13 commonality (1) 75:10 communicate (1) 111:24 communicated (1) 111.7

communicating (4) 13:21;20:20;34:4; 64:5 communication (5) 10:22;13:19;64:3; 107:21;112:14 communications (1) 13:14 communities (1) 57:2 community (11) 13:1,2;43:8;46:1; 47:21;48:15;49:18; 53:11;57:1;114:15; 136:9 compensating (1) 24:13 compensation (2) 15:25;22:5 complete (2) 144:23;146:7 completely (2) 37:16;39:12 completing (1) 107:9 component (1) 79:18 components (6) 23:17;81:3,10; 99:10:109:13:156:21 computer (4) 40:21:156:17.19. 20 concept (1) 80:18 concern (11) 31:16,18;36:21; 79:21;90:6,8;102:21: 103:14,15;105:7; 106:6 concerned (2) 84:12,13 concerns (10) 33:17,19,22;34:1,3, 11,15,16;97:15; 105:10 concluded (1) 157:22 conclusion (1) 28:20 **CONCORD**(4) 120:23;121:5,8,19 conferences (1) 34:19 confidence (1) 88:9 confident (2) 32:7,10 confidentiality (1) 112:7 confusion (1) 144:3 congratulate (4)

September 9, 2021

13:3;47:22;48:10; 56:15 **Congratulations (13)** 18:20;43:21;47:1; 50:19;52:19,21; 54:24;57:9,23,25; 58:2;67:15;114:17 conjunction (1) 22:13 connect (1) 53:10 connected (1) 113:7 connection (1) 83:15 connectivity (1) 72:20 conscious (1) 49:3 consecutive (1) 66:12 consider (2) 13:23;145:15 considerable (1) 33:7 **CONSIDERATION (4)** 5:2;28:21;131:16; 136:10 considered (1) 49:14 considering (1) 27:3 consists (1) 107:6 **CONSOLIDATION (3)** 138:10,19;139:21 **Consortium** (27) 59:13;60:12;69:13; 71:24;75:21;86:20; 88:11,15:102:3; 106:16,17,18;122:20; 127:16,17,18,19,20, 21,22,23,24,25; 128:3;129:9;130:6,8 consortiums (4) 58:23;69:8;91:19; 99:22 constant (1) 10:22 constantly (3) 26:22:36:6;65:5 contact (14) 71:7.8.10.13; 101:10,10;103:9; 104:1,3,3,10;107:20; 111:2,4 contacts (1) 13:24 content (5) 99:7;102:12,18,20; 105:6 **CONTENTS**(1) 138:11

140:9,11,19 Crowlev's (2) continual (1) 67:22:68:23:76:16: 131:10:140:14; 36:2 correctly (2) 59:14:106:19 78:19:79:11:87:7: 146:21 continue (14) 92:5:94:8:95:13; depend (1) 32:25;151:13 cry (1) 11:18;18:25;23:16; Cossey (12) 6:25 110:2,21;117:2; 6:19 7:17,20,22,23,24, curious (7) depending (1) 25:8,20;29:5;31:23; 156:2 46:18;74:12;96:22; 25;8:19,23;12:5,14; 30:3;33:21;35:12; days (7) 62:10 48:15;67:11;113:19: 27:12;66:22;92:4; 97:13,14;145:9; 13:13:19:7 depends (1) 146:17 co-teach (1) 134:11 100:15:101:14; 144:11 continues (1) 37:10 current (4) 151:17;156:16 described (1) 9:20:13:15:85:8; deadline (4) 65:3 co-teacher (1) 41:8 continuing (1) 37:22 137:8 61:23;62:7;108:10, **DESE (13)** currently (3) 100:7;109:10; 46:21 co-teaching (2) 11 continuous (1) 34:24:37:9 5:14,17;153:6 deal (3) 131:23;138:9,18; COTTER (3) curriculum (19) 32:14;57:9;100:10 140:8;141:23;142:6; 35:15 contract (1) 122:17,23;124:16 71:10;90:19,21,23; dealt (1) 147:14;148:6;149:9; 91:20;92:2;99:3,6; 151:5;152:11 24:17 counselor (2) 83:14 103:21;108:16; Dean's (1) DESE's (1) contracted (1) 71:9;111:3 counselors (1) 109:3,8;110:1;111:3; 118:20 89:9 17:6 contracts (1) 111:9 112:4;115:2,12; **Deb** (1) design (2) 89:22 counties (1) 116:5,7 144:7 134:21;154:8 control (1) curve (2) decade (1) designate (1) 51:1 96:17.18 144:23 47:19 countless (2) 135:10 conversation (2) 45:23;54:1 cut (1) decide (4) designation (2) 41:13;47:12 country (1) 46:18 9:23;59:19;62:16; 144:18,24 conversations (3) 72:22 cuts (1) 108:4 designed (3) 17:5;56:22,22 County (8) 56:20 decided (7) 37:18;91:3;135:7 Conway (1) 51:2,3;122:9,22; cycle (1) 49:2,2;61:19; detailed (1) 123:19;124:5; 5:17 31:5 108:3,15;109:23; 35:8 cool (4) 127:20;128:5 cylinders (1) 115:1 details (1) 80:16.20;81:1;83:3 couple (8) 12:12 deciding (1) 153:2 co-op (19) 22:16;51:24;76:2; 131:24 determine (2) 10:17,18;59:4; 92:4:100:15:113:7. D decision (4) 14:20:71:18 61:2,12,16;81:6; 23:156:25 30:25;31:4;102:18; develop (9) 87:3;98:11,12;100:3, coupons (1) dad (1) 115:21 22:25:107:23: 23;101:2,8;105:4,9, 49:3 decisions (4) 110:14 108:15;109:3;115:2; 49:3;56:21;96:22; 12;111:15;116:21 course (3) daddies (1) 116:4;145:18; Cooper (1) 40:19:106:4:126:8 63:12 132:1 154:10,11 dedicated (2) 106:20 developed (5) courses (2) daily (6) cooperation (1) 11:13:78:9:79:8; 29:17;87:21 38:19;80:21;90:19, 66:13.16 COURT (3) deep (1) 47:14 103:24;104:2,18 21:116:7 **COOPERATIVE (11)** 32:2;48:2;72:14 **Dan** (4) 107:14 developing (2) 58:12,14:59:5; covering (2) 20:12,21;21:1; deeper (1) 22:13:110:1 106:22 60:15;75:19,22; 14:8;105:2 28:17 development (3) dare (2) 99:21;102:2,6,13; covers (1) deficit (1) 11:19;12:11;25:13 42:14 53:24;54:7 developments (1) 158:24 104:12 109:18 Darin (2) definitely (8) co-ops (7) coversheet (1) difference (1) 58:24;61:6;88:9; 59:6;75:22 39:22;45:21;46:5; 60:4 106:18;107:6;108:7; 49:24;50:1;51:16; 64:23 Covid (7) data (13) 45:6;51:6;63:4,13; different (16) 112:13 25:17,18,18,19; 76:13:81:2 Coordinator (7) 76:15;106:4;108:12 27:9:33:3:35:10,14; degree (1) 25:6;29:18;37:9; 63:20;71:7;77:13; cracks (1) 53:10;112:23;113:1; 16:14 55:22;63:18;66:21, 101:12:103:10: Delta (1) 103:13 153:6.6 22,24;67:2;74:6; 107:5;136:17 create (2) date (1) 56:5 87:19;92:24;102:12; 41:12:112:6 156:15 demographics (1) 108:15;110:23; copies (1) dates (2) creation (1) 134:24 131:13 103:4 148:15,17 demonstrating (1) differently (2) copy (4) 28:1 60:6;70:10,11; creative (2) **Dawson** (8) 64:16 14:14;91:6 dentist (1) difficult (3) 103:7 74:8,10 59:7;73:14;75:19, core (3) credit (3) 22;81:18;118:24; 8:2 92:13;101:23; 57:1:81:4:109:12 92:12:101:6; 129:3.9 denv (3) 117:8 dig (1) corners (1) 156:19 day (19) 18:7;43:10;137:22 46:18 cringe (1) 19:3;26:22;37:8; **Department** (5) 107:14 CORPS (3) 74:16 47:20;63:25;65:2; 82:12;97:23; **DIGITAL (35)**

Min-U-Script®

	1		I	September 9, 2021
58:12,14,20;61:10,	122:10,11,12;126:9;	15,17,23,24;41:2;	32:12;50:12;95:5;	Elaine (1)
12,23;62:2;63:2;	129:8;130:9;136:11;	42:25;43:3,11,13;	125:12	44:24
68:14;72:16;76:6,12;	137:2;157:2	44:1,9;52:18;55:3;	early (4)	elated (2)
77:1,14;83:13,16;	districts (44)	56:6,17,18;57:16,19;	31:1;61:21;88:25;	45:15;46:6
86:4;87:22;88:21;	13:9,22;14:14;	66:8,9,15;67:8,11,19,	154:19	elected (1)
90:12,17;92:25;	15:21,22;16:18,19;	20,25;69:4;73:10,11;	early-retired (1)	126:12
96:12;103:1;109:4;	42:18;48:12;50:25;	81:19,20,25;82:1,5,6;	89:23	electronic (1)
118:14,17;120:3;	51:4;52:7;55:14,23;	83:23;93:7,9,18;96:2,	earn (1)	149:16
121:2;123:14;	61:17;71:24;75:9;	5,6;97:2;98:16,17;	24:16	elementaries (5)
129:20,22;130:20;	87:4;94:13;100:12,	113:3,4,21;114:6,10,	ease (1)	26:5;29:1,3;30:8;
149:25;158:24	20;101:2;102:2;	13,17,19;118:1,2;	77:25	35:1
dip (1)	105:13;107:25;	119:19,20;121:21,22,	easier (1)	elementary (18)
25:5	111:16;113:23;	25;122:1;123:5,7,11,	156:24	7:16;8:5;9:4;26:3,
direction (3)	114:1;116:17;119:1,	16;128:18,20;130:16,	easily (2)	4;27:5,18;30:9;35:1,
16:10;45:24;46:23	5;121:1,6,8;122:19,	18,19;132:20,22;	28:8;88:7	20;39:6;42:2,7;
directly (2)	24;124:22;128:7,21;	133:9,16,19,20;	easy (4)	44:22;125:23;
26:18;27:1	138:10,19;139:22;	134:9;135:17;	19:8;26:20;117:6;	126:18;139:19;
Director (15)	155:25;156:5	136:16;137:24,25;	131:15	140:17
5:17;19:23;21:23;	district's (1)	138:2,3;139:23,25;	eat (1)	elements (1)
59:3,5,7,9;76:6;	47:19	140:1,2,22,25;141:8,	115:17	33:20
86:22;98:12,12;	Division (7)	10,13,15;142:13,17,	echo (6)	ELIGIBILITY (3)
100:4;102:13;	44:22;45:1;138:17;	23;143:5,11,21;	12:22;33:25;47:24;	141:24;142:2;
105:10;111:3	139:18;140:16,17;	144:9,12,25;145:5,7,	56:18;57:8;87:16	147:15
directors (4)	148:6	11,24;146:24;147:1,	economics (1)	else (4)
5:13;61:13;115:24;	documents (1)	6,7;148:10,14,19,21,	51:7	7:24;56:8;65:24;
117:1	78:24	25;149:2;150:15,16;	Ed (3)	93:20
disability (1)	dollars (2)	152:3,4;155:14,16;	16:22;153:7;156:8	email (4)
71:15	48:22,24	157:11,12	Edgenuity (1)	20:23;54:10;83:20;
disappointed (1)	Don (1)	dream (3)	99:7	116:23
136:20	134:1	56:19;88:16;	Eds (1)	emailing (1)
disconnected (1)	done (19)	115:17	153:14	94:15
02.17	C 10 14 0 07 10	1 (1)	·	1 1 (1)
83:17	6:18;14:9;27:10;	drive (1)	educating (1)	embark (1)
discussing (2)	6:18;14:9;27:10; 32:20;47:9,10,13;	50:16	61:3	52:11
discussing (2) 9:25;74:3	32:20;47:9,10,13; 55:10,15;56:14;	50:16 drives (1)	61:3 education (16)	
discussing (2) 9:25;74:3 discussion (3)	32:20;47:9,10,13; 55:10,15;56:14; 75:17;86:8;89:7;	50:16 drives (1) 36:7	61:3 education (16) 19:24;21:24;39:6;	52:11 embedded (1) 103:20
discussing (2) 9:25;74:3 discussion (3) 5:21;109:22;143:7	32:20;47:9,10,13; 55:10,15;56:14; 75:17;86:8;89:7; 105:2;112:5;115:8;	50:16 drives (1) 36:7 driving (1)	61:3 education (16) 19:24;21:24;39:6; 42:19;44:22,23;57:1;	52:11 embedded (1) 103:20 emergency (1)
discussing (2) 9:25;74:3 discussion (3) 5:21;109:22;143:7 disparity (1)	32:20;47:9,10,13; 55:10,15;56:14; 75:17;86:8;89:7; 105:2;112:5;115:8; 117:11;142:25;	50:16 drives (1) 36:7 driving (1) 58:10	61:3 education (16) 19:24;21:24;39:6; 42:19;44:22,23;57:1; 69:16;78:1,12;85:17;	52:11 embedded (1) 103:20 emergency (1) 38:20
discussing (2) 9:25;74:3 discussion (3) 5:21;109:22;143:7 disparity (1) 135:4	32:20;47:9,10,13; 55:10,15;56:14; 75:17;86:8;89:7; 105:2;112:5;115:8; 117:11;142:25; 144:25	50:16 drives (1) 36:7 driving (1) 58:10 DSITRICT (1)	61:3 education (16) 19:24;21:24;39:6; 42:19;44:22,23;57:1; 69:16;78:1,12;85:17; 111:11;135:9;	52:11 embedded (1) 103:20 emergency (1) 38:20 emphasis (1)
discussing (2) 9:25;74:3 discussion (3) 5:21;109:22;143:7 disparity (1) 135:4 distance (1)	32:20;47:9,10,13; 55:10,15;56:14; 75:17;86:8;89:7; 105:2;112:5;115:8; 117:11;142:25; 144:25 door (1)	50:16 drives (1) 36:7 driving (1) 58:10 DSITRICT (1) 122:16	61:3 education (16) 19:24;21:24;39:6; 42:19;44:22,23;57:1; 69:16;78:1,12;85:17; 111:11;135:9; 139:19;140:18;156:9	52:11 embedded (1) 103:20 emergency (1) 38:20 emphasis (1) 135:8
discussing (2) 9:25;74:3 discussion (3) 5:21;109:22;143:7 disparity (1) 135:4 distance (1) 10:8	32:20;47:9,10,13; 55:10,15;56:14; 75:17;86:8;89:7; 105:2;112:5;115:8; 117:11;142:25; 144:25 door (1) 66:25	50:16 drives (1) 36:7 driving (1) 58:10 DSITRICT (1) 122:16 due (2)	61:3 education (16) 19:24;21:24;39:6; 42:19;44:22,23;57:1; 69:16;78:1,12;85:17; 111:11;135:9; 139:19;140:18;156:9 educational (6)	52:11 embedded (1) 103:20 emergency (1) 38:20 emphasis (1) 135:8 encourage (3)
discussing (2) 9:25;74:3 discussion (3) 5:21;109:22;143:7 disparity (1) 135:4 distance (1) 10:8 DISTRESS (5)	32:20;47:9,10,13; 55:10,15;56:14; 75:17;86:8;89:7; 105:2;112:5;115:8; 117:11;142:25; 144:25 door (1) 66:25 double-check (2)	50:16 drives (1) 36:7 driving (1) 58:10 DSITRICT (1) 122:16 due (2) 152:16,18	61:3 education (16) 19:24;21:24;39:6; 42:19;44:22,23;57:1; 69:16;78:1,12;85:17; 111:11;135:9; 139:19;140:18;156:9 educational (6) 56:11;58:12,14;	52:11 embedded (1) 103:20 emergency (1) 38:20 emphasis (1) 135:8 encourage (3) 42:18;97:5,14
discussing (2) 9:25;74:3 discussion (3) 5:21;109:22;143:7 disparity (1) 135:4 distance (1) 10:8 DISTRESS (5) 44:15,24;45:1,20;	32:20;47:9,10,13; 55:10,15;56:14; 75:17;86:8;89:7; 105:2;112:5;115:8; 117:11;142:25; 144:25 door (1) 66:25 double-check (2) 40:20;148:10	50:16 drives (1) 36:7 driving (1) 58:10 DSITRICT (1) 122:16 due (2) 152:16,18 duration (1)	61:3 education (16) 19:24;21:24;39:6; 42:19;44:22,23;57:1; 69:16;78:1,12;85:17; 111:11;135:9; 139:19;140:18;156:9 educational (6) 56:11;58:12,14; 75:19,22;158:24	52:11 embedded (1) 103:20 emergency (1) 38:20 emphasis (1) 135:8 encourage (3) 42:18;97:5,14 encouraged (1)
discussing (2) 9:25;74:3 discussion (3) 5:21;109:22;143:7 disparity (1) 135:4 distance (1) 10:8 DISTRESS (5) 44:15,24;45:1,20; 57:18	32:20;47:9,10,13; 55:10,15;56:14; 75:17;86:8;89:7; 105:2;112:5;115:8; 117:11;142:25; 144:25 door (1) 66:25 double-check (2) 40:20;148:10 doubled (1)	50:16 drives (1) 36:7 driving (1) 58:10 DSITRICT (1) 122:16 due (2) 152:16,18 duration (1) 30:19	61:3 education (16) 19:24;21:24;39:6; 42:19;44:22,23;57:1; 69:16;78:1,12;85:17; 111:11;135:9; 139:19;140:18;156:9 educational (6) 56:11;58:12,14; 75:19,22;158:24 educator (6)	52:11 embedded (1) 103:20 emergency (1) 38:20 emphasis (1) 135:8 encourage (3) 42:18;97:5,14 encouraged (1) 66:11
discussing (2) 9:25;74:3 discussion (3) 5:21;109:22;143:7 disparity (1) 135:4 distance (1) 10:8 DISTRESS (5) 44:15,24;45:1,20; 57:18 DISTRICT (85)	32:20;47:9,10,13; 55:10,15;56:14; 75:17;86:8;89:7; 105:2;112:5;115:8; 117:11;142:25; 144:25 door (1) 66:25 double-check (2) 40:20;148:10 doubled (1) 88:5	50:16 drives (1) 36:7 driving (1) 58:10 DSITRICT (1) 122:16 due (2) 152:16,18 duration (1) 30:19 during (2)	61:3 education (16) 19:24;21:24;39:6; 42:19;44:22,23;57:1; 69:16;78:1,12;85:17; 111:11;135:9; 139:19;140:18;156:9 educational (6) 56:11;58:12,14; 75:19,22;158:24 educator (6) 10:25;24:2;152:12,	52:11 embedded (1) 103:20 emergency (1) 38:20 emphasis (1) 135:8 encourage (3) 42:18;97:5,14 encouraged (1) 66:11 encouragement (1)
discussing (2) 9:25;74:3 discussion (3) 5:21;109:22;143:7 disparity (1) 135:4 distance (1) 10:8 DISTRESS (5) 44:15,24;45:1,20; 57:18 DISTRICT (85) 6:11;7:8,14;8:8,23;	32:20;47:9,10,13; 55:10,15;56:14; 75:17;86:8;89:7; 105:2;112:5;115:8; 117:11;142:25; 144:25 door (1) 66:25 double-check (2) 40:20;148:10 doubled (1) 88:5 down (16)	50:16 drives (1) 36:7 driving (1) 58:10 DSITRICT (1) 122:16 due (2) 152:16,18 duration (1) 30:19 during (2) 67:22;69:20	61:3 education (16) 19:24;21:24;39:6; 42:19;44:22,23;57:1; 69:16;78:1,12;85:17; 111:11;135:9; 139:19;140:18;156:9 educational (6) 56:11;58:12,14; 75:19,22;158:24 educator (6) 10:25;24:2;152:12, 13;153:12;154:2	52:11 embedded (1) 103:20 emergency (1) 38:20 emphasis (1) 135:8 encourage (3) 42:18;97:5,14 encouraged (1) 66:11 encouragement (1) 135:13
discussing (2) 9:25;74:3 discussion (3) 5:21;109:22;143:7 disparity (1) 135:4 distance (1) 10:8 DISTRESS (5) 44:15,24;45:1,20; 57:18 DISTRICT (85) 6:11;7:8,14;8:8,23; 9:4;11:8;13:16;	32:20;47:9,10,13; 55:10,15;56:14; 75:17;86:8;89:7; 105:2;112:5;115:8; 117:11;142:25; 144:25 door (1) 66:25 double-check (2) 40:20;148:10 doubled (1) 88:5 down (16) 37:6;60:22;80:12;	50:16 drives (1) 36:7 driving (1) 58:10 DSITRICT (1) 122:16 due (2) 152:16,18 duration (1) 30:19 during (2) 67:22;69:20 duties (1)	61:3 education (16) 19:24;21:24;39:6; 42:19;44:22,23;57:1; 69:16;78:1,12;85:17; 111:11;135:9; 139:19;140:18;156:9 educational (6) 56:11;58:12,14; 75:19,22;158:24 educator (6) 10:25;24:2;152:12, 13;153:12;154:2 educators (4)	52:11 embedded (1) 103:20 emergency (1) 38:20 emphasis (1) 135:8 encourage (3) 42:18;97:5,14 encouraged (1) 66:11 encouragement (1) 135:13 encourages (1)
discussing (2) 9:25;74:3 discussion (3) 5:21;109:22;143:7 disparity (1) 135:4 distance (1) 10:8 DISTRESS (5) 44:15,24;45:1,20; 57:18 DISTRICT (85) 6:11;7:8,14;8:8,23; 9:4;11:8;13:16; 15:15;16:1,8,10;	32:20;47:9,10,13; 55:10,15;56:14; 75:17;86:8;89:7; 105:2;112:5;115:8; 117:11;142:25; 144:25 door (1) 66:25 double-check (2) 40:20;148:10 doubled (1) 88:5 down (16) 37:6;60:22;80:12; 87:8,12,13;93:22;	50:16 drives (1) 36:7 driving (1) 58:10 DSITRICT (1) 122:16 due (2) 152:16,18 duration (1) 30:19 during (2) 67:22;69:20 duties (1) 11:16	61:3 education (16) 19:24;21:24;39:6; 42:19;44:22,23;57:1; 69:16;78:1,12;85:17; 111:11;135:9; 139:19;140:18;156:9 educational (6) 56:11;58:12,14; 75:19,22;158:24 educator (6) 10:25;24:2;152:12, 13;153:12;154:2 educators (4) 23:13;24:25;151:6,	52:11 embedded (1) 103:20 emergency (1) 38:20 emphasis (1) 135:8 encourage (3) 42:18;97:5,14 encouraged (1) 66:11 encouragement (1) 135:13 encourages (1) 80:17
discussing (2) 9:25;74:3 discussion (3) 5:21;109:22;143:7 disparity (1) 135:4 distance (1) 10:8 DISTRESS (5) 44:15,24;45:1,20; 57:18 DISTRICT (85) 6:11;7:8,14;8:8,23; 9:4;11:8;13:16; 15:15;16:1,8,10; 17:17;19:13,15;	32:20;47:9,10,13; 55:10,15;56:14; 75:17;86:8;89:7; 105:2;112:5;115:8; 117:11;142:25; 144:25 door (1) 66:25 double-check (2) 40:20;148:10 doubled (1) 88:5 down (16) 37:6;60:22;80:12; 87:8,12,13;93:22; 99:2,13;101:9;108:3;	50:16 drives (1) 36:7 driving (1) 58:10 DSITRICT (1) 122:16 due (2) 152:16,18 duration (1) 30:19 during (2) 67:22;69:20 duties (1) 11:16 duty (1)	61:3 education (16) 19:24;21:24;39:6; 42:19;44:22,23;57:1; 69:16;78:1,12;85:17; 111:11;135:9; 139:19;140:18;156:9 educational (6) 56:11;58:12,14; 75:19,22;158:24 educator (6) 10:25;24:2;152:12, 13;153:12;154:2 educators (4) 23:13;24:25;151:6, 9	52:11 embedded (1) 103:20 emergency (1) 38:20 emphasis (1) 135:8 encourage (3) 42:18;97:5,14 encouraged (1) 66:11 encouragement (1) 135:13 encourages (1) 80:17 encouraging (2)
discussing (2) 9:25;74:3 discussion (3) 5:21;109:22;143:7 disparity (1) 135:4 distance (1) 10:8 DISTRESS (5) 44:15,24;45:1,20; 57:18 DISTRICT (85) 6:11;7:8,14;8:8,23; 9:4;11:8;13:16; 15:15;16:1,8,10; 17:17;19:13,15; 22:14;23:9,19;24:9;	32:20;47:9,10,13; 55:10,15;56:14; 75:17;86:8;89:7; 105:2;112:5;115:8; 117:11;142:25; 144:25 door (1) 66:25 double-check (2) 40:20;148:10 doubled (1) 88:5 down (16) 37:6;60:22;80:12; 87:8,12,13;93:22; 99:2,13;101:9;108:3; 122:25;126:20;	50:16 drives (1) 36:7 driving (1) 58:10 DSITRICT (1) 122:16 due (2) 152:16,18 duration (1) 30:19 during (2) 67:22;69:20 duties (1) 11:16 duty (1) 11:15	61:3 education (16) 19:24;21:24;39:6; 42:19;44:22,23;57:1; 69:16;78:1,12;85:17; 111:11;135:9; 139:19;140:18;156:9 educational (6) 56:11;58:12,14; 75:19,22;158:24 educator (6) 10:25;24:2;152:12, 13;153:12;154:2 educators (4) 23:13;24:25;151:6, 9 effect (1)	52:11 embedded (1) 103:20 emergency (1) 38:20 emphasis (1) 135:8 encourage (3) 42:18;97:5,14 encouraged (1) 66:11 encouragement (1) 135:13 encourages (1) 80:17 encouraging (2) 110:12;145:17
discussing (2) 9:25;74:3 discussion (3) 5:21;109:22;143:7 disparity (1) 135:4 distance (1) 10:8 DISTRESS (5) 44:15,24;45:1,20; 57:18 DISTRICT (85) 6:11;7:8,14;8:8,23; 9:4;11:8;13:16; 15:15;16:1,8,10; 17:17;19:13,15; 22:14;23:9,19;24:9; 25:11;31:3;33:5;	32:20;47:9,10,13; 55:10,15;56:14; 75:17;86:8;89:7; 105:2;112:5;115:8; 117:11;142:25; 144:25 door (1) 66:25 double-check (2) 40:20;148:10 doubled (1) 88:5 down (16) 37:6;60:22;80:12; 87:8,12,13;93:22; 99:2,13;101:9;108:3; 122:25;126:20; 129:4;131:8;151:16	50:16 drives (1) 36:7 driving (1) 58:10 DSITRICT (1) 122:16 due (2) 152:16,18 duration (1) 30:19 during (2) 67:22;69:20 duties (1) 11:16 duty (1) 11:15 dynamics (1)	61:3 education (16) 19:24;21:24;39:6; 42:19;44:22,23;57:1; 69:16;78:1,12;85:17; 111:11;135:9; 139:19;140:18;156:9 educational (6) 56:11;58:12,14; 75:19,22;158:24 educator (6) 10:25;24:2;152:12, 13;153:12;154:2 educators (4) 23:13;24:25;151:6, 9 effect (1) 155:5	52:11 embedded (1) 103:20 emergency (1) 38:20 emphasis (1) 135:8 encourage (3) 42:18;97:5,14 encouraged (1) 66:11 encouragement (1) 135:13 encourages (1) 80:17 encouraging (2) 110:12;145:17 end (8)
discussing (2) 9:25;74:3 discussion (3) 5:21;109:22;143:7 disparity (1) 135:4 distance (1) 10:8 DISTRESS (5) 44:15,24;45:1,20; 57:18 DISTRICT (85) 6:11;7:8,14;8:8,23; 9:4;11:8;13:16; 15:15;16:1,8,10; 17:17;19:13,15; 22:14;23:9,19;24:9; 25:11;31:3;33:5; 35:19;36:24;38:4;	32:20;47:9,10,13; 55:10,15;56:14; 75:17;86:8;89:7; 105:2;112:5;115:8; 117:11;142:25; 144:25 door (1) 66:25 double-check (2) 40:20;148:10 doubled (1) 88:5 down (16) 37:6;60:22;80:12; 87:8,12,13;93:22; 99:2,13;101:9;108:3; 122:25;126:20; 129:4;131:8;151:16 downs (1)	50:16 drives (1) 36:7 driving (1) 58:10 DSITRICT (1) 122:16 due (2) 152:16,18 duration (1) 30:19 during (2) 67:22;69:20 duties (1) 11:16 duty (1) 11:15 dynamics (1) 38:10	61:3 education (16) 19:24;21:24;39:6; 42:19;44:22,23;57:1; 69:16;78:1,12;85:17; 111:11;135:9; 139:19;140:18;156:9 educational (6) 56:11;58:12,14; 75:19,22;158:24 educator (6) 10:25;24:2;152:12, 13;153:12;154:2 educators (4) 23:13;24:25;151:6, 9 effect (1) 155:5 effective (2)	52:11 embedded (1) 103:20 emergency (1) 38:20 emphasis (1) 135:8 encourage (3) 42:18;97:5,14 encouraged (1) 66:11 encouragement (1) 135:13 encourages (1) 80:17 encouraging (2) 110:12;145:17 end (8) 9:6;35:24;48:21;
discussing (2) 9:25;74:3 discussion (3) 5:21;109:22;143:7 disparity (1) 135:4 distance (1) 10:8 DISTRESS (5) 44:15,24;45:1,20; 57:18 DISTRICT (85) 6:11;7:8,14;8:8,23; 9:4;11:8;13:16; 15:15;16:1,8,10; 17:17;19:13,15; 22:14;23:9,19;24:9; 25:11;31:3;33:5; 35:19;36:24;38:4; 41:18,22;42:8;44:11,	32:20;47:9,10,13; 55:10,15;56:14; 75:17;86:8;89:7; 105:2;112:5;115:8; 117:11;142:25; 144:25 door (1) 66:25 double-check (2) 40:20;148:10 doubled (1) 88:5 down (16) 37:6;60:22;80:12; 87:8,12,13;93:22; 99:2,13;101:9;108:3; 122:25;126:20; 129:4;131:8;151:16 downs (1) 85:14	50:16 drives (1) 36:7 driving (1) 58:10 DSITRICT (1) 122:16 due (2) 152:16,18 duration (1) 30:19 during (2) 67:22;69:20 duties (1) 11:16 duty (1) 11:15 dynamics (1) 38:10 dyslexia (1)	61:3 education (16) 19:24;21:24;39:6; 42:19;44:22,23;57:1; 69:16;78:1,12;85:17; 111:11;135:9; 139:19;140:18;156:9 educational (6) 56:11;58:12,14; 75:19,22;158:24 educator (6) 10:25;24:2;152:12, 13;153:12;154:2 educators (4) 23:13;24:25;151:6, 9 effect (1) 155:5 effective (2) 10:25;24:19	52:11 embedded (1) 103:20 emergency (1) 38:20 emphasis (1) 135:8 encourage (3) 42:18;97:5,14 encouraged (1) 66:11 encouragement (1) 135:13 encourages (1) 80:17 encouraging (2) 110:12;145:17 end (8) 9:6;35:24;48:21; 62:21;76:16;101:15;
discussing (2) 9:25;74:3 discussion (3) 5:21;109:22;143:7 disparity (1) 135:4 distance (1) 10:8 DISTRESS (5) 44:15,24;45:1,20; 57:18 DISTRICT (85) 6:11;7:8,14;8:8,23; 9:4;11:8;13:16; 15:15;16:1,8,10; 17:17;19:13,15; 22:14;23:9,19;24:9; 25:11;31:3;33:5; 35:19;36:24;38:4; 41:18,22;42:8;44:11, 14,24,25;45:7,14,15,	32:20;47:9,10,13; 55:10,15;56:14; 75:17;86:8;89:7; 105:2;112:5;115:8; 117:11;142:25; 144:25 door (1) 66:25 double-check (2) 40:20;148:10 doubled (1) 88:5 down (16) 37:6;60:22;80:12; 87:8,12,13;93:22; 99:2,13;101:9;108:3; 122:25;126:20; 129:4;131:8;151:16 downs (1) 85:14 Dr (173)	50:16 drives (1) 36:7 driving (1) 58:10 DSITRICT (1) 122:16 due (2) 152:16,18 duration (1) 30:19 during (2) 67:22;69:20 duties (1) 11:16 duty (1) 11:15 dynamics (1) 38:10 dyslexia (1) 71:15	61:3 education (16) 19:24;21:24;39:6; 42:19;44:22,23;57:1; 69:16;78:1,12;85:17; 111:11;135:9; 139:19;140:18;156:9 educational (6) 56:11;58:12,14; 75:19,22;158:24 educator (6) 10:25;24:2;152:12, 13;153:12;154:2 educators (4) 23:13;24:25;151:6, 9 effect (1) 155:5 effective (2) 10:25;24:19 effort (2)	52:11 embedded (1) 103:20 emergency (1) 38:20 emphasis (1) 135:8 encourage (3) 42:18;97:5,14 encouraged (1) 66:11 encouragement (1) 135:13 encourages (1) 80:17 encouraging (2) 110:12;145:17 end (8) 9:6;35:24;48:21; 62:21;76:16;101:15; 114:8;156:2
$\begin{array}{c} \textbf{discussing (2)} \\ 9:25;74:3 \\ \textbf{discussion (3)} \\ 5:21;109:22;143:7 \\ \textbf{disparity (1)} \\ 135:4 \\ \textbf{distance (1)} \\ 10:8 \\ \textbf{DISTRESS (5)} \\ 44:15,24;45:1,20; \\ 57:18 \\ \textbf{DISTRICT (85)} \\ 6:11;7:8,14;8:8,23; \\ 9:4;11:8;13:16; \\ 15:15;16:1,8,10; \\ 17:17;19:13,15; \\ 22:14;23:9,19;24:9; \\ 25:11;31:3;33:5; \\ 35:19;36:24;38:4; \\ 41:18,22;42:8;44:11, \\ 14,24,25;45:7,14,15, \\ 24;46:9,23;47:3,10, \end{array}$	32:20;47:9,10,13; 55:10,15;56:14; 75:17;86:8;89:7; 105:2;112:5;115:8; 117:11;142:25; 144:25 door (1) 66:25 double-check (2) 40:20;148:10 doubled (1) 88:5 down (16) 37:6;60:22;80:12; 87:8,12,13;93:22; 99:2,13;101:9;108:3; 122:25;126:20; 129:4;131:8;151:16 downs (1) 85:14 Dr (173) 5:13,16;6:3,4;7:16,	50:16 drives (1) 36:7 driving (1) 58:10 DSITRICT (1) 122:16 due (2) 152:16,18 duration (1) 30:19 during (2) 67:22;69:20 duties (1) 11:16 duty (1) 11:15 dynamics (1) 38:10 dyslexia (1) 71:15 dyslexic (1)	61:3 education (16) 19:24;21:24;39:6; 42:19;44:22,23;57:1; 69:16;78:1,12;85:17; 111:11;135:9; 139:19;140:18;156:9 educational (6) 56:11;58:12,14; 75:19,22;158:24 educator (6) 10:25;24:2;152:12, 13;153:12;154:2 educators (4) 23:13;24:25;151:6, 9 effect (1) 155:5 effective (2) 10:25;24:19 effort (2) 52:20;145:20	52:11 embedded (1) 103:20 emergency (1) 38:20 emphasis (1) 135:8 encourage (3) 42:18;97:5,14 encouraged (1) 66:11 encouragement (1) 135:13 encourages (1) 80:17 encouraging (2) 110:12;145:17 end (8) 9:6;35:24;48:21; 62:21;76:16;101:15; 114:8;156:2 endeavor (1)
$\begin{array}{c} \textbf{discussing (2)} \\ 9:25;74:3 \\ \textbf{discussion (3)} \\ 5:21;109:22;143:7 \\ \textbf{disparity (1)} \\ 135:4 \\ \textbf{distance (1)} \\ 10:8 \\ \textbf{DISTRESS (5)} \\ 44:15,24;45:1,20; \\ 57:18 \\ \textbf{DISTRICT (85)} \\ 6:11;7:8,14;8:8,23; \\ 9:4;11:8;13:16; \\ 15:15;16:1,8,10; \\ 17:17;19:13,15; \\ 22:14;23:9,19;24:9; \\ 25:11;31:3;33:5; \\ 35:19;36:24;38:4; \\ 41:18,22;42:8;44:11, \\ 14,24,25;45:7,14,15, \\ 24;46:9,23;47:3,10, \\ 21;48:3,11,13;51:18; \\ \end{array}$	32:20;47:9,10,13; 55:10,15;56:14; 75:17;86:8;89:7; 105:2;112:5;115:8; 117:11;142:25; 144:25 door (1) 66:25 double-check (2) 40:20;148:10 doubled (1) 88:5 down (16) 37:6;60:22;80:12; 87:8,12,13;93:22; 99:2,13;101:9;108:3; 122:25;126:20; 129:4;131:8;151:16 downs (1) 85:14 Dr (173) 5:13,16;6:3,4;7:16, 25;12:15,21,22;13:7,	50:16 drives (1) 36:7 driving (1) 58:10 DSITRICT (1) 122:16 due (2) 152:16,18 duration (1) 30:19 during (2) 67:22;69:20 duties (1) 11:16 duty (1) 11:15 dynamics (1) 38:10 dyslexia (1) 71:15	61:3 education (16) 19:24;21:24;39:6; 42:19;44:22,23;57:1; 69:16;78:1,12;85:17; 111:11;135:9; 139:19;140:18;156:9 educational (6) 56:11;58:12,14; 75:19,22;158:24 educator (6) 10:25;24:2;152:12, 13;153:12;154:2 educators (4) 23:13;24:25;151:6, 9 effect (1) 155:5 effective (2) 10:25;24:19 effort (2) 52:20;145:20 efforts (5)	52:11 embedded (1) 103:20 emergency (1) 38:20 emphasis (1) 135:8 encourage (3) 42:18;97:5,14 encouraged (1) 66:11 encouragement (1) 135:13 encourages (1) 80:17 encouraging (2) 110:12;145:17 end (8) 9:6;35:24;48:21; 62:21;76:16;101:15; 114:8;156:2 endeavor (1) 101:24
$\begin{array}{c} \textbf{discussing (2)} \\ 9:25;74:3 \\ \textbf{discussion (3)} \\ 5:21;109:22;143:7 \\ \textbf{disparity (1)} \\ 135:4 \\ \textbf{distance (1)} \\ 10:8 \\ \textbf{DISTRESS (5)} \\ 44:15,24;45:1,20; \\ 57:18 \\ \textbf{DISTRICT (85)} \\ 6:11;7:8,14;8:8,23; \\ 9:4;11:8;13:16; \\ 15:15;16:1,8,10; \\ 17:17;19:13,15; \\ 22:14;23:9,19;24:9; \\ 25:11;31:3;33:5; \\ 35:19;36:24;38:4; \\ 41:18,22;42:8;44:11, \\ 14,24,25;45:7,14,15, \\ 24;46:9,23;47:3,10, \\ 21;48:3,11,13;51:18; \\ 52:4,24;53:4;54:13; \\ \end{array}$	32:20;47:9,10,13; 55:10,15;56:14; 75:17;86:8;89:7; 105:2;112:5;115:8; 117:11;142:25; 144:25 door (1) 66:25 double-check (2) 40:20;148:10 doubled (1) 88:5 down (16) 37:6;60:22;80:12; 87:8,12,13;93:22; 99:2,13;101:9;108:3; 122:25;126:20; 129:4;131:8;151:16 downs (1) 85:14 Dr (173) 5:13,16;6:3,4;7:16, 25;12:15,21,22;13:7, 8,25;14:13,22,25;	50:16 drives (1) 36:7 driving (1) 58:10 DSITRICT (1) 122:16 due (2) 152:16,18 duration (1) 30:19 during (2) 67:22;69:20 duties (1) 11:16 duty (1) 11:15 dynamics (1) 38:10 dyslexia (1) 71:15 dyslexic (1) 70:17	61:3 education (16) 19:24;21:24;39:6; 42:19;44:22,23;57:1; 69:16;78:1,12;85:17; 111:11;135:9; 139:19;140:18;156:9 educational (6) 56:11;58:12,14; 75:19,22;158:24 educator (6) 10:25;24:2;152:12, 13;153:12;154:2 educators (4) 23:13;24:25;151:6, 9 effect (1) 155:5 effective (2) 10:25;24:19 effort (2) 52:20;145:20 efforts (5) 12:9;35:9;53:11;	52:11 embedded (1) 103:20 emergency (1) 38:20 emphasis (1) 135:8 encourage (3) 42:18;97:5,14 encouraged (1) 66:11 encouragement (1) 135:13 encourages (1) 80:17 encouraging (2) 110:12;145:17 end (8) 9:6;35:24;48:21; 62:21;76:16;101:15; 114:8;156:2 endeavor (1) 101:24 ended (4)
$\begin{array}{l} \textbf{discussing (2)}\\ 9:25;74:3\\ \textbf{discussion (3)}\\ 5:21;109:22;143:7\\ \textbf{disparity (1)}\\ 135:4\\ \textbf{distance (1)}\\ 10:8\\ \textbf{DISTRESS (5)}\\ 44:15,24;45:1,20;\\ 57:18\\ \textbf{DISTRICT (85)}\\ 6:11;7:8,14;8:8,23;\\ 9:4;11:8;13:16;\\ 15:15;16:1,8,10;\\ 17:17;19:13,15;\\ 22:14;23:9,19;24:9;\\ 25:11;31:3;33:5;\\ 35:19;36:24;38:4;\\ 41:18,22;42:8;44:11,\\ 14,24,25;45:7,14,15,\\ 24;46:9,23;47:3,10,\\ 21;48:3,11,13;51:18;\\ 52:4,24;53:4;54:13;\\ 55:12,19,25;57:18;\\ \end{array}$	32:20;47:9,10,13; 55:10,15;56:14; 75:17;86:8;89:7; 105:2;112:5;115:8; 117:11;142:25; door (1) 66:25 double-check (2) 40:20;148:10 doubled (1) 88:5 down (16) 37:6;60:22;80:12; 87:8,12,13;93:22; 99:2,13;101:9;108:3; 122:25;126:20; 129:4;131:8;151:16 downs (1) 85:14 Dr (173) 5:13,16;6:3,4;7:16, 25;12:15,21,22;13:7, 8,25;14:13,22,25; 15:3;18:15,16;19:22;	50:16 drives (1) 36:7 driving (1) 58:10 DSITRICT (1) 122:16 due (2) 152:16,18 duration (1) 30:19 during (2) 67:22;69:20 duties (1) 11:16 duty (1) 11:15 dynamics (1) 38:10 dyslexia (1) 71:15 dyslexic (1)	61:3 education (16) 19:24;21:24;39:6; 42:19;44:22,23;57:1; 69:16;78:1,12;85:17; 111:11;135:9; 139:19;140:18;156:9 educational (6) 56:11;58:12,14; 75:19,22;158:24 educator (6) 10:25;24:2;152:12, 13;153:12;154:2 educators (4) 23:13;24:25;151:6, 9 effect (1) 155:5 effective (2) 10:25;24:19 effort (2) 52:20;145:20 efforts (5) 12:9;35:9;53:11; 85:24;117:5	52:11 embedded (1) 103:20 emergency (1) 38:20 emphasis (1) 135:8 encourage (3) 42:18;97:5,14 encouraged (1) 66:11 encouraged (1) 66:11 encouragement (1) 135:13 encourages (1) 80:17 encouraging (2) 110:12;145:17 end (8) 9:6;35:24;48:21; 62:21;76:16;101:15; 114:8;156:2 endeavor (1) 101:24 ended (4) 9:8;61:19;62:14;
discussing (2) 9:25;74:3 discussion (3) 5:21;109:22;143:7 disparity (1) 135:4 distance (1) 10:8 DISTRESS (5) 44:15,24;45:1,20; 57:18 DISTRICT (85) 6:11;7:8,14;8:8,23; 9:4;11:8;13:16; 15:15;16:1,8,10; 17:17;19:13,15; 22:14;23:9,19;24:9; 25:11;31:3;33:5; 35:19;36:24;38:4; 41:18,22;42:8;44:11, 14,24,25;45:7,14,15, 24;46:9,23;47:3,10, 21;48:3,11,13;51:18; 52:4,24;53:4;54:13; 55:12,19,25;57:18; 62:9,10;67:2;71:17;	32:20;47:9,10,13; 55:10,15;56:14; 75:17;86:8;89:7; 105:2;112:5;115:8; 117:11;142:25; door (1) 66:25 double-check (2) 40:20;148:10 doubled (1) 88:5 down (16) 37:6;60:22;80:12; 87:8,12,13;93:22; 99:2,13;101:9;108:3; 122:25;126:20; 129:4;131:8;151:16 downs (1) 85:14 Dr (173) 5:13,16;6:3,4;7:16, 25;12:15,21,22;13:7, 8,25;14:13,22,25; 15:3;18:15,16;19:22; 20:4,8,10,14,16,19;	50:16 drives (1) 36:7 driving (1) 58:10 DSITRICT (1) 122:16 due (2) 152:16,18 duration (1) 30:19 during (2) 67:22;69:20 duties (1) 11:16 duty (1) 11:15 dynamics (1) 38:10 dyslexia (1) 71:15 dyslexic (1) 70:17 E	61:3 education (16) 19:24;21:24;39:6; 42:19;44:22,23;57:1; 69:16;78:1,12;85:17; 111:11;135:9; 139:19;140:18;156:9 educational (6) 56:11;58:12,14; 75:19,22;158:24 educator (6) 10:25;24:2;152:12, 13;153:12;154:2 educators (4) 23:13;24:25;151:6, 9 effect (1) 155:5 effective (2) 10:25;24:19 effort (2) 52:20;145:20 efforts (5) 12:9;35:9;53:11; 85:24;117:5 eight (3)	52:11 embedded (1) 103:20 emergency (1) 38:20 emphasis (1) 135:8 encourage (3) 42:18;97:5,14 encouraged (1) 66:11 encouraged (1) 66:11 encouragement (1) 135:13 encourages (1) 80:17 encouraging (2) 110:12;145:17 end (8) 9:6;35:24;48:21; 62:21;76:16;101:15; 114:8;156:2 endeavor (1) 101:24 ended (4) 9:8;61:19;62:14; 63:15
discussing (2) 9:25;74:3 discussion (3) 5:21;109:22;143:7 disparity (1) 135:4 distance (1) 10:8 DISTRESS (5) 44:15,24;45:1,20; 57:18 DISTRICT (85) 6:11;7:8,14;8:8,23; 9:4;11:8;13:16; 15:15;16:1,8,10; 17:17;19:13,15; 22:14;23:9,19;24:9; 25:11;31:3;33:5; 35:19;36:24;38:4; 41:18,22;42:8;44:11, 14,24,25;45:7,14,15, 24;46:9,23;47:3,10, 21;48:3,11,13;51:18; 52:4,24;53:4;54:13; 55:12,19,25;57:18; 62:9,10;67:2;71:17; 72:1;92:7;101:9,11,	$\begin{array}{c} 32:20;47:9,10,13;\\ 55:10,15;56:14;\\ 75:17;86:8;89:7;\\ 105:2;112:5;115:8;\\ 117:11;142:25;\\ 144:25\\ \textbf{door (1)}\\ 66:25\\ \textbf{double-check (2)}\\ 40:20;148:10\\ \textbf{doubled (1)}\\ 88:5\\ \textbf{down (16)}\\ 37:6;60:22;80:12;\\ 87:8,12,13;93:22;\\ 99:2,13;101:9;108:3;\\ 122:25;126:20;\\ 129:4;131:8;151:16\\ \textbf{downs (1)}\\ 85:14\\ \textbf{Dr (173)}\\ 5:13,16;6:3,4;7:16,\\ 25;12:15,21,22;13:7,\\ 8,25;14:13,22,25;\\ 15:3;18:15,16;19:22;\\ 20:4,8,10,14,16,19;\\ 21:16,23;29:9,12,14;\\ \end{array}$	50:16 drives (1) 36:7 driving (1) 58:10 DSITRICT (1) 122:16 due (2) 152:16,18 duration (1) 30:19 during (2) 67:22;69:20 duties (1) 11:16 duty (1) 11:15 dynamics (1) 38:10 dyslexia (1) 71:15 dyslexic (1) 70:17 E eager (1)	61:3 education (16) 19:24;21:24;39:6; 42:19;44:22,23;57:1; 69:16;78:1,12;85:17; 111:11;135:9; 139:19;140:18;156:9 educational (6) 56:11;58:12,14; 75:19,22;158:24 educator (6) 10:25;24:2;152:12, 13;153:12;154:2 educators (4) 23:13;24:25;151:6, 9 effect (1) 155:5 effective (2) 10:25;24:19 effort (2) 52:20;145:20 efforts (5) 12:9;35:9;53:11; 85:24;117:5 eight (3) 70:1,2;95:9	52:11 embedded (1) 103:20 emergency (1) 38:20 emphasis (1) 135:8 encourage (3) 42:18;97:5,14 encouraged (1) 66:11 encouragement (1) 135:13 encourages (1) 80:17 encouraging (2) 110:12;145:17 end (8) 9:6;35:24;48:21; 62:21;76:16;101:15; 114:8;156:2 endeavor (1) 101:24 ended (4) 9:8;61:19;62:14; 63:15 engage (1)
discussing (2) 9:25;74:3 discussion (3) 5:21;109:22;143:7 disparity (1) 135:4 distance (1) 10:8 DISTRESS (5) 44:15,24;45:1,20; 57:18 DISTRICT (85) 6:11;7:8,14;8:8,23; 9:4;11:8;13:16; 15:15;16:1,8,10; 17:17;19:13,15; 22:14;23:9,19;24:9; 25:11;31:3;33:5; 35:19;36:24;38:4; 41:18,22;42:8;44:11, 14,24,25;45:7,14,15, 24;46:9,23;47:3,10, 21;48:3,11,13;51:18; 52:4,24;53:4;54:13; 55:12,19,25;57:18; 62:9,10;67:2;71:17; 72:1;92:7;101:9,11, 12;102:1,5;103:9;	$\begin{array}{c} 32:20;47:9,10,13;\\ 55:10,15;56:14;\\ 75:17;86:8;89:7;\\ 105:2;112:5;115:8;\\ 117:11;142:25;\\ 144:25\\ \textbf{door (1)}\\ 66:25\\ \textbf{double-check (2)}\\ 40:20;148:10\\ \textbf{doubled (1)}\\ 88:5\\ \textbf{down (16)}\\ 37:6;60:22;80:12;\\ 87:8,12,13;93:22;\\ 99:2,13;101:9;108:3;\\ 122:25;126:20;\\ 129:4;131:8;151:16\\ \textbf{downs (1)}\\ 85:14\\ \textbf{Dr (173)}\\ 5:13,16;6:3,4;7:16,\\ 25;12:15,21,22;13:7,\\ 8,25;14:13,22,25;\\ 15:3;18:15,16;19:22;\\ 20:4,8,10,14,16,19;\\ 21:16,23;29:9,12,14;\\ 30:1,2,21;31:7,16;\\ \end{array}$	50:16 drives (1) 36:7 driving (1) 58:10 DSITRICT (1) 122:16 due (2) 152:16,18 duration (1) 30:19 during (2) 67:22;69:20 duties (1) 11:16 duty (1) 11:15 dynamics (1) 38:10 dyslexia (1) 71:15 dyslexic (1) 70:17 E eager (1) 22:17	61:3 education (16) 19:24;21:24;39:6; 42:19;44:22,23;57:1; 69:16;78:1,12;85:17; 111:11;135:9; 139:19;140:18;156:9 educational (6) 56:11;58:12,14; 75:19,22;158:24 educator (6) 10:25;24:2;152:12, 13;153:12;154:2 educators (4) 23:13;24:25;151:6, 9 effect (1) 155:5 effective (2) 10:25;24:19 effort (2) 52:20;145:20 efforts (5) 12:9;35:9;53:11; 85:24;117:5 eight (3) 70:1,2;95:9 either (7)	52:11 embedded (1) 103:20 emergency (1) 38:20 emphasis (1) 135:8 encourage (3) 42:18;97:5,14 encouraged (1) 66:11 encouraged (1) 66:11 encouragement (1) 135:13 encourages (1) 80:17 encouraging (2) 110:12;145:17 end (8) 9:6;35:24;48:21; 62:21;76:16;101:15; 114:8;156:2 endeavor (1) 101:24 ended (4) 9:8;61:19;62:14; 63:15 engage (1) 74:9
discussing (2) 9:25;74:3 discussion (3) 5:21;109:22;143:7 disparity (1) 135:4 distance (1) 10:8 DISTRESS (5) 44:15,24;45:1,20; 57:18 DISTRICT (85) 6:11;7:8,14;8:8,23; 9:4;11:8;13:16; 15:15;16:1,8,10; 17:17;19:13,15; 22:14;23:9,19;24:9; 25:11;31:3;33:5; 35:19;36:24;38:4; 41:18,22;42:8;44:11, 14,24,25;45:7,14,15, 24;46:9,23;47:3,10, 21;48:3,11,13;51:18; 52:4,24;53:4;54:13; 55:12,19,25;57:18; 62:9,10;67:2;71:17; 72:1;92:7;101:9,11, 12;102:1,5;103:9; 104:1,3,8,9,11,13;	$\begin{array}{c} 32:20;47:9,10,13;\\ 55:10,15;56:14;\\ 75:17;86:8;89:7;\\ 105:2;112:5;115:8;\\ 117:11;142:25;\\ 144:25\\ \textbf{door (1)}\\ 66:25\\ \textbf{double-check (2)}\\ 40:20;148:10\\ \textbf{doubled (1)}\\ 88:5\\ \textbf{down (16)}\\ 37:6;60:22;80:12;\\ 87:8,12,13;93:22;\\ 99:2,13;101:9;108:3;\\ 122:25;126:20;\\ 129:4;131:8;151:16\\ \textbf{downs (1)}\\ 85:14\\ \textbf{Dr (173)}\\ 5:13,16;6:3,4;7:16,\\ 25;12:15,21,22;13:7,\\ 8,25;14:13,22,25;\\ 15:3;18:15,16;19:22;\\ 20:4,8,10,14,16,19;\\ 21:16,23;29:9,12,14;\\ 30:1,2,21;31:7,16;\\ 32:1,2,18;33:13,14,\\ \end{array}$	50:16 drives (1) 36:7 driving (1) 58:10 DSITRICT (1) 122:16 due (2) 152:16,18 duration (1) 30:19 during (2) 67:22;69:20 duties (1) 11:16 duty (1) 11:15 dynamics (1) 38:10 dyslexia (1) 71:15 dyslexic (1) 70:17 E eager (1) 22:17 ear (2)	61:3 education (16) 19:24;21:24;39:6; 42:19;44:22,23;57:1; 69:16;78:1,12;85:17; 111:11;135:9; 139:19;140:18;156:9 educational (6) 56:11;58:12,14; 75:19,22;158:24 educator (6) 10:25;24:2;152:12, 13;153:12;154:2 educators (4) 23:13;24:25;151:6, 9 effect (1) 155:5 effective (2) 10:25;24:19 effort (2) 52:20;145:20 efforts (5) 12:9;35:9;53:11; 85:24;117:5 eight (3) 70:1,2;95:9 either (7) 18:7;43:10;72:19;	52:11 embedded (1) 103:20 emergency (1) 38:20 emphasis (1) 135:8 encourage (3) 42:18;97:5,14 encouraged (1) 66:11 encouraged (1) 66:11 encouragement (1) 135:13 encourages (1) 80:17 encouraging (2) 110:12;145:17 end (8) 9:6;35:24;48:21; 62:21;76:16;101:15; 114:8;156:2 endeavor (1) 101:24 ended (4) 9:8;61:19;62:14; 63:15 engage (1) 74:9 engaged (1)
discussing (2) 9:25;74:3 discussion (3) 5:21;109:22;143:7 disparity (1) 135:4 distance (1) 10:8 DISTRESS (5) 44:15,24;45:1,20; 57:18 DISTRICT (85) 6:11;7:8,14;8:8,23; 9:4;11:8;13:16; 15:15;16:1,8,10; 17:17;19:13,15; 22:14;23:9,19;24:9; 25:11;31:3;33:5; 35:19;36:24;38:4; 41:18,22;42:8;44:11, 14,24,25;45:7,14,15, 24;46:9,23;47:3,10, 21;48:3,11,13;51:18; 52:4,24;53:4;54:13; 55:12,19,25;57:18; 62:9,10;67:2;71:17; 72:1;92:7;101:9,11, 12;102:1,5;103:9;	$\begin{array}{c} 32:20;47:9,10,13;\\ 55:10,15;56:14;\\ 75:17;86:8;89:7;\\ 105:2;112:5;115:8;\\ 117:11;142:25;\\ 144:25\\ \textbf{door (1)}\\ 66:25\\ \textbf{double-check (2)}\\ 40:20;148:10\\ \textbf{doubled (1)}\\ 88:5\\ \textbf{down (16)}\\ 37:6;60:22;80:12;\\ 87:8,12,13;93:22;\\ 99:2,13;101:9;108:3;\\ 122:25;126:20;\\ 129:4;131:8;151:16\\ \textbf{downs (1)}\\ 85:14\\ \textbf{Dr (173)}\\ 5:13,16;6:3,4;7:16,\\ 25;12:15,21,22;13:7,\\ 8,25;14:13,22,25;\\ 15:3;18:15,16;19:22;\\ 20:4,8,10,14,16,19;\\ 21:16,23;29:9,12,14;\\ 30:1,2,21;31:7,16;\\ \end{array}$	50:16 drives (1) 36:7 driving (1) 58:10 DSITRICT (1) 122:16 due (2) 152:16,18 duration (1) 30:19 during (2) 67:22;69:20 duties (1) 11:16 duty (1) 11:15 dynamics (1) 38:10 dyslexia (1) 71:15 dyslexic (1) 70:17 E eager (1) 22:17	61:3 education (16) 19:24;21:24;39:6; 42:19;44:22,23;57:1; 69:16;78:1,12;85:17; 111:11;135:9; 139:19;140:18;156:9 educational (6) 56:11;58:12,14; 75:19,22;158:24 educator (6) 10:25;24:2;152:12, 13;153:12;154:2 educators (4) 23:13;24:25;151:6, 9 effect (1) 155:5 effective (2) 10:25;24:19 effort (2) 52:20;145:20 efforts (5) 12:9;35:9;53:11; 85:24;117:5 eight (3) 70:1,2;95:9 either (7)	52:11 embedded (1) 103:20 emergency (1) 38:20 emphasis (1) 135:8 encourage (3) 42:18;97:5,14 encouraged (1) 66:11 encouraged (1) 66:11 encouragement (1) 135:13 encourages (1) 80:17 encouraging (2) 110:12;145:17 end (8) 9:6;35:24;48:21; 62:21;76:16;101:15; 114:8;156:2 endeavor (1) 101:24 ended (4) 9:8;61:19;62:14; 63:15 engage (1) 74:9

74:4:115:19 enhanced (2) 23:4;28:16 enough (7) 32:7;49:23;64:4; 86:8;92:12;97:22; 118:8 enrichments (1) 90:20 enroll (2) 72:15,16 enrolled (2) 9:3:123:12 enrollment (5) 55:4,5,10;134:13; 137:5 ensue (1) 37:15 enthusiasm (1) 66:17 entire (3) 78:20:80:3:86:7 environment (3) 82:14;89:20;92:12 envision (1) 30:5 **EPP** (2) 16:22;153:10 EPPs (1) 153:6 equate (1) 90:11 eSchool (1) 111:9 especially (6) 51:2,6;58:23; 75:14:114:1.7 ESSA (1) 145:13 essay (1) 107:10 ESSER (1) 144:7 et (1) 50:6 ETHICS (2) 151:6,9 ethnicity (1) 135:1 EUREKA (3) 122:12,22;124:11 evaluation (3) 25:15,23;35:8 even (21) 17:16;22:20;26:25; 37:18;39:2;47:19; 51:7;53:11;54:2; 78:14,17;79:15; 80:11;90:25;94:10; 95:5;97:14,21;103:6; 126:16:155:4 event (1) 137:5

everybody (12) 54:23:55:20:83:16. 17:100:11:101:22; 103:14:111:14.16: 112:15:125:16; 153:11 everyone (9) 16:24;17:8;48:1; 60:5,6;77:18;86:25: 114:3,4 everywhere (1) 73:3 evolves (1) 29:7 exact (2) 9:11;69:25 exactly (6) 24:4;64:16;79:4,9; 114:16;152:25 example (1) 90:16 exceed (1) 126:3 excellent (5) 26:15;43:4;77:21; 79:14;80:6 exception (1) 149:23 excited (10) 14:11:19:2:22:15; 26:16:28:16:45:21; 54:9:89:24:113:1: 135:19 exciting (1) 44:17 executive (2) 19:23:21:23 Exhibit (2) 60:8;158:25 expect (1) 126:3 expected (1) 111:12 expedited (2) 131:5,15 experience (24) 23:4,6,25;24:5; 28:5,6,7,15,17,17; 30:17;32:16;52:7,8; 67:3;68:13,14;88:1, 23:90:1,9:96:15; 112:12;152:22 experienced (1) 33:1 expertise (1) 96:9 experts (1) 97:17 expire (1) 5:16 expires (1) 42:24 **EXPIRING** (2)

5:4.8 explain (2) 95:1:103:3 explained (1) 98:22 explanation (1) 35:8 extensive (1) 29:22 extra (3) 11:14;51:22;93:11 extremely (4) 46:20;49:1;83:22; 87:20 eyes (1) 71:25 F face- (1) 87:24 Facebook (1) 55:17 faces (2) 67:6;110:7 face-to-face (7) 61:11;62:24;64:1; 70:7;83:20;89:19; 104:11 facilitator (7) 25:2:92:9.10.14. 16:93:19:110:9 facing (2) 75:8,9 fact (6) 17:6;38:21;56:4; 70:6:101:2.24 factors (1) 30:14 faculty (3) 19:24;23:11;25:10 fail (2) 76:8:131:11 failing (1) 65:20 fairly (1) 88:7 fall (2) 31:6;79:24 falling (1) 103:13 falls (1) 71:16 familiar (4) 41:6;62:5;64:9; 104:15 familiarity (1) 62:5 families (3) 111:17,25;112:1 family (2) 78:18:98:5 family's (1)

78:2 fan (1) 112:21 far (9) 7:7;13:21;14:13; 62:17;81:2;84:5; 103:15;104:4;143:9 farmer (1) 98:4 farmers (1) 50:6 farming (1) 98:5 favor (24) 6:5:18:17:43:17; 57:20;118:3;119:21; 120:16;122:4;125:6; 127:12;128:24; 130:2;131:2;133:21; 136:4;138:4;140:3; 141:18:147:10: 149:5;150:17;152:7; 155:20;157:16 favorite (1) 53:6 federal (1) 48:24 feedback (19) 25:9,13;26:23; 27:1,15,21;28:3; 33:16:35:25:36:2.4; 65:6.6.16.18:82:19: 83:9;84:9,15 feel (32) 12:12;17:8,25; 18:3;25:21,22,22; 30:17:32:6,9,9:39:2; 63:3,22;65:7;71:24; 78:2,3,3;82:21,22; 97:15:98:19.24; 103:23;107:23; 111:14,18;112:15; 114:2,13;142:25 feeling (1) 96:12 female (2) 134:13;135:10 Fenter (8) 59:4,20;60:15; 61:16;73:16,19; 130:6,8 few (9) 9:1;23:19;30:9; 38:1;47:11;55:7; 85:14;94:18;97:23 field (1) 96:16 fifths (1) 108:24 figure (6) 85:15;107:14; 108:7;110:15.25; 126:1

September 9, 2021

figured (2) 10:4:110:19 fill (9) 5:15;24:8,10,11; 26:7;28:8;38:21,25; 42:10 filled (2) 31:10.13 filling (4) 36:5:39:5:42:5: 114:14 fills (1) 32:22 final (2) 14:18:156:9 finally (1) 131:7 Finance (1) 45:14 finances (2) 45:25:48:19 financial (4) 55:4;141:24;142:2; 147:15 find (12) 9:16,18;24:20,22; 41:18;66:19;88:24; 89:13,15:96:14; 134:24;145:9 finding (1) 42:9 fine (1) 46:4 fingerprinting (1) 149:25 fingertips (1) 59:25 finish (1) 104:20 finishing (1) 5:14 firing (1) 12:12 first (39) 5:5,7;7:14;11:21; 23:3;28:19;31:5; 35:17;36:16;56:11; 65:2;68:11;69:18; 71:2;77:21;82:24; 85:14;88:3;97:3,4, 19;100:13;102:11; 105:9;107:9;108:23; 110:6;115:5;118:16; 119:1;131:19;132:8; 133:8,13,25;134:22; 135:22;142:10; 154:19 first-time (3) 46:7,8;154:24 first-year (1) 14:1FISCAL (7) 44:14,19,24;45:1,

Min-U-Script®

20:47:9:57:18 fit (2) 116:7,10 fits (2) 17:12:116:2 Fitz (1) 42:15 five (14) 19:18;28:13,24; 33:1:40:8,18:42:23: 65:14;94:3;121:1,8,9, 24;144:17 fixed (4) 90:14,14,18;93:1 flexibility (3) 94:25;97:11;126:4 flexible (2) 90:12;93:1 fly (1) 49:20 flyer (1) 73:14 focus (2) 91:2;135:12 folks (3) 23:10;68:16;76:21 follow (4) 16:11;68:6;123:15; 142:22 following (3) 64:6;65:5;85:20 follow-up (1) 70:3 foot (1) 10:9 force (1) 48:19 forefront (1) 97:25 foresee (1) 35:21 FORK (3) 122:14,23;124:13 form (2) 27:15;35:18 format (2) 61:20;77:1 formative (1) 25:19 former (1) 13:15 forms (3) 25:17;78:24;82:18 Fort (28) 19:20;21:24;22:2, 10,12,14;23:18,24; 25:10,15;27:2,10; 29:6,15,21;30:16; 31:22;32:19;36:22; 37:1,18:38:19:40:8, 21;42:23;61:18; 131:18;132:7 fortunate (2)

10:16:88:19 forward (8) 28:22:35:25:38:17; 39:11;74:10;96:20, 23:136:8 found (6) 9:23;23:17;26:1; 29:20;134:20;145:14 foundation (1) 28:1 four (6) 85:3:94:3.9:99:10; 103:16;121:10 fourth (2) 65:9:108:23 frank (1) 47:12 FRENO (9) 138:13,14,15,16; 139:1,4,7,11;140:6 fresh (1) 28:15 Fridays (2) 84:6,8 friend (1) 67:1 friends (2) 67:3;89:4 fringe (1) 65:21 front (5) 7:10:45:16:97:7: 99:3.14 front-end (1) 17:18 frugal (3) 46:20;49:1;51:17 full (2) 14:22;38:18 full- (1) 38:12 fulltime (1) 11:7 fully (1) 11:3 full-year (1) 37:2 Fun (3) 84:6,8;115:19 fund (1) 146:11 funding (2) 146:12,18 funds (3) 48:25;146:3,5 furniture (1) 51:18 further (1) 10:4 future (3) 30:5;135:19;143:3

G gab (1) 46:17 gained (1) 9:1 gains (2) 76:8;97:23 game (1) 89:16 games (1) 74:5 gap (1) 114:14 GARLAND (4) 122:9,22:123:19; 124:5 gave (4) 27:8:65:1:102:19: 111:5 gender (1) 134:25 general (2) 74:8:123:5 generally (1) 30:9 generational (1) 64:23 genuine (1) 28:7 genuinely (1) 19:9 Gerald (1) 106:20 gets (3) 7:10;89:10;100:24 gift (1) 46:16 given (7) 14:6:65:18:76:5: 91:21;97:10;135:13; 143:18 gives (3) 34:8;79:14;80:10 giving (10) 28:10;29:3;54:7; 61:23;64:11;65:16; 77:22:84:15:86:3.15 glad (4) 8:6:44:17:69:9; 136:25 global (1) 88:22 goal (1) 31:9 God (1) 56:25 goes (9) 14:13:68:21:87:8; 93:21;103:17;104:7; 112:25;121:16; 152:20 grandparent (1)

Good (52) 7:19.22.23:19:5: 20:7,8,15:21:3,20; 23:9;45:13;49:25,25; 58:6;60:19,20;62:23; 64:25;75:24,25; 76:25;80:9;86:24,25; 87:2;97:15,17;100:1, 17,24;103:23;107:2, 2,14,23;109:11; 110:18;117:14; 118:19;125:16,18,19; 131:22;134:4,5; 136:21;140:12,13; 151:20,23,23;156:1 Google (6) 27:14;35:18;36:3; 78:24;82:18;112:5 gosh (2) 55:24;115:7 governing (14) 22:4;138:9,18; 139:19;140:8,18; 141:23:142:1: 147:14;149:9;151:5, 8;152:11;156:3 Governor (1) 142:7 Governor's (14) 97:24;139:4,9,13, 14:140:19:141:14: 147:4:148:24.25: 150:10:151:25; 155:15:156:6 grade (25) 9:7,9,10,11,20,21, 21:26:6.12:32:11: 37:13;39:1,1,15,20; 69:17;84:23;85:7,10; 108:17;110:6; 115:15;119:4;121:4; 154:22 graders (5) 69:24;70:1,2;81:5; 88:2 grades (5) 9:9;79:10;90:23; 111:24;112:7 graduation (1) 156:19 **GRANBERRY (41)** 45:13,14,18;46:5, 14:47:23:48:20: 49:11,13,16,21,23; 50:5,7,9,11,15,18,20, 22;51:23;52:1,11,14, 25;53:5,15,19,23; 54:11,15,18,25;55:8; 56:7,12,16;57:5;58:4, 7,11 **GRANBRERY** (1) 54:6

September 9, 2021

110:10 grandparents (2) 64:22,24 grant (8) 18:7,9,11,12; 40:19;43:10,11,14 great (35) 10:17,18;11:5; 12:13;13:22;19:5; 26:1:32:14:41:9; 43:7;46:23;47:20; 51:20:57:14:63:19, 23;76:3,3,8,9;92:17; 94:21;97:23;100:10; 101:6,8;105:2; 109:19;110:4,11,20; 112:11,22;115:18; 134:20 greatly (1) 6:21 green (1) 91:22 Griffin (1) 5:15 ground (2) 36:9;113:6 group (26) 26:24,24;28:9; 63:8;68:3;69:22,24; 70:8;78:11:80:5.6; 81:13:89:11:92:8; 94:2:95:8:100:16: 111:6;115:2;121:16, 18:122:18:132:11: 135:2;144:8;156:8 groups (10) 69:11;78:11;79:7; 80:7,9,11;81:14; 94:3;95:4,22 grow (4) 29:6;56:23,24;65:3 growing (2) 29:1;36:8 grown (1) 56:24 growth (3) 37:20;45:25;46:19 guardian (1) 79:16 guardians (1) 79:12 guess (8) 20:10;39:14;55:24; 56:4;62:13;63:9; 74:15;116:18 guidance (4) 10:15;12:2;30:15; 79:14 guidelines (1) 123:15 Guv (8) 59:3,20;60:15; 61:16;73:16,19;

Min-U-Script®

130:6,8 hardcopy (1) 66:10;70:14;71:23 hire (10) houses (1) helping (3) 60:4 8:10:15:23:19:20: 34:20 guys (15) HR (2) 72:1;100:20;109:2 48:12:49:9:55:16; harder (1) 40:13;62:18;76:3; helps (2) 56:14;57:10;65:24; 145:19 88:20:89:6:102:14: 5:12.17 109:3;146:14 68:4;75:5,5,14;77:9; Harp (19) 108:19 hug (1) 86:3,8;118:22;119:3 118:18,19,20; Henderson (24) hired (5) 100:16 guys' (1) 119:1,12;120:1,20; 15:7,8;32:23,24; 9:14,15;14:16; huge (3) 86:10 121:1,12,14,16; 33:10;43:15,16;56:9, 106:1:108:18 88:23:98:21; hiring (2) 122:18;123:9,13; 10,13,18;72:5,6;73:8; 138:22 Η Human (3) 125:11;128:1;129:5, 81:21,22;120:13,15; 62:1;106:6 7;130:7 127:10,11;136:2,3; historically (1) 33:5;83:12,15 half (2) Harrison (1) 155:18,19 134:21 hundred (1) 24:14:31:24 10:18 herself (1) history (1) 113:8 half-a-million (1) 64:16 22:11 **HUNTSVILLE (5)** hate (2) 48:22 72:22,25 hesitancy (1) hit (2) 120:25;121:14,15, 9:13;118:7 half-year (3) head (8) 33:23 18,19 37:2;38:2;39:13 hesitant (1) hurdle (1) 37:6;93:6;104:25; hold (1) 102:14 hall (9) 114:24;129:16; 68:23 98:1 133:5;137:20;157:8 husband (1) 26:19;134:1,3,4,7, Hester (35) holiday (1) 20;135:19;136:7,8 health (2) 59:3,16;60:17,19, 87:13 98:4 HAMPTON (14) 20,22;66:2,14,18; Hyatt (28) 78:1,2 home (3) 58:10;65:14;92:14 6:13,22,25;7:13, 122:8,21;123:4,18, hear (17) 67:10,16,24;68:1; 21,22;124:4,18; 19:6;21:2;22:16; 69:17;70:15,20,23; homeroom (1) 21;8:8;15:12,13,17; 125:9,10;127:1,2,6,8 36:23;56:14;57:14; 71:1;72:4,12;73:9,18, 104:17 16:4;19:14,17;20:4, hand (2) 58:16;65:25;69:6,9; 21;74:2,14,19,20; honest (2) 23;40:1,2,5,8,10,14, 74:16;76:19;77:18; 75:4,13,18;87:16,20; 60:25;105:5 16,18;42:22,23; 8:15;21:12 79:5;125:15;134:17, 88:25;100:13;102:15 honestly (5) 156:1,3,13;157:5 handful (1) 34:24;78:9;80:4; 30:9 18 Hev (4) Ι handle (1) heard (6) 59:17;68:25;71:11, 82:17;87:24 71:17 27:7;42:7;64:7; 14 honor (1) handout (1) 78:5,8:92:10 Hi (4) 7:6 idea (10) hearing (6) 8:4.4:77:18:84:1 honored (2) 65:1 13:22:29:16:66:15; hands (3) 27:17:58:20; high (15)77:10:134:7 88:11:114:6:131:17: 53:10;68:24,24 116:18:121:21: 23:2,13;120:3; hop (1) 132:4,19;133:13,18 134:9,10 125:22;128:10; hands-on (4) 113:9 Ideally (2) 23:5;28:3,4,7 heart (3) 131:18;132:6;133:3, hope (11) 33:23;34:1 7:10;18:22;31:9; 73:2:111:18; 14,18;135:5;137:7. identification (2) happen (10) 41:6;57:9;97:13; 150:24 10:1;26:20;31:7; 23;154:16;156:20 23:22;60:9 Hearts (1) high-(2)122:11,22;124:7,10; 42:6;73:1;75:6;80:1; identified (1) 82:13:107:16:112:11 80:8 24:7:144:3 154:13 11:10 heavy (1) high-academic (1) hopefully (6) happened (4) identify (1) 9:12;15:21;86:10; 135:8 144:15 14:20;20:25;23:12; 24:23 146:19 heck (1) Higher (4) 34:14;37:13;65:20 identifying (1) hoping (2) 16:22;42:19;153:7, happening (4) 76:4 24:18 hedge (1) Idol (1) 44:4:67:13:116:13; 30:18;31:13 13 highlighted (1) 79:23 154:1 146:14 Horn (14) happens (5) 27:24 59:4;99:24,25; Heggerty (4) IEGs (1) 81:5;95:8;99:8; 100:1,3,3;105:5,19, 14:20;32:12; highly (6) 153:13 126:20,23;146:15 109:14 24:18,25;31:12; 23;106:1,4,11,14; ignore (1) Hello (1) 136:19;152:17;155:5 107:8 40:25 happy (6) 12:3;111:1;136:15, 118:19 high-needs (3) **HOT (8) Illustrative (4)** 129:3,4,8,10,12,14, 109:15,19,24; 22:140:21:156:11 help (23) 144:3.14:145:1 hard (24) 32:22;50:23;52:8, high-performing (1) 20,22 112:21 6:18;38:3;42:11; 23:23 imagine (1) 8;57:3;61:4,9,14; hotspot (1) 43:7;45:12,22;47:8; 75:11;78:13;79:6,12, Hill (13) 72:19 92:13 13;93:12;95:21; 32:2;40:24;41:2; 48:1;49:22,23;52:20; hour (2)immediately (1) 100:11,12;102:8; 56:17,18;57:16,19; 95:17;156:9 54:13;56:21;62:7; 139:12 73:10,11;81:19,20; 75:17;99:16;102:15; 104:11;109:4; hours (9) immensely (1) 105:14:107:13; 110:13;111:13,14 133:19,20 14:3,6,10;45:23; 100:19 108:10:113:5: helped (3) HILLS (2) 54:1,2:80:15:95:17; implement (7) 131:11;145:18,19 62:16;100:19; 127:22;128:5 110:21 22:22;23:15;26:10; hindsight (1) hardcopies (1) 107:23 house (3) 35:14;42:12;112:24;

59:24

helpful (3)

63:17;72:21,23

100:17

154:12

implementation (3) 27:3.18:31:5 implemented (5) 11:3;22:15;34:13, 14:55:11 implementing (2) 28:22;55:13 importance (1) 48:13 important (5) 25:22;28:3,11; 94:23:113:11 impressed (3) 19:4;102:25;113:6 improvement (2) 35:15;145:17 inaudible (2) 80:23;97:9 **INCENTIVES (3)** 141:24;142:2; 147:15 include (2) 25:14.17 included (5) 27:15,20;33:16; 135:14;156:15 includes (1) 59:14 including (1) 85:9 incorporate (1) 138:24 increase (5) 49:15.17:106:5: 135:10;137:6 increased (1) 49:13 incredible (1) 77:6 **INDICATED (1)** 157:19 individual (5) 15:21;78:14;100:8; 116:10;132:13 individualize (1) 91:12 individualized (1) 81:15 individually (1) 113:7 individuals (1) 105:11 influx (2) 126:19.21 information (8) 27:6,9,10,13; 28:11;63:16;97:16; 105:2 informative (1) 74:21 informed (1) 65:22 inherited (1)

101:7 in-house (2) 11:18:49:7 initial (2) 68:4;123:8 initially (1) 72:12 initiative (2) 88:7;99:11 initiatives (1) 142:22 innovating (1) 99:19 innovation (1) 97:11 innovative (1) 97:9 in-person (3) 22:20;93:21;114:8 input (1) 27:12 insight (1) 71:4 instances (1) 87:25 instead (3) 42:13;49:7;115:4 institutional (1) 96:10 institutions (1) 42:19 instruction (4) 67:25;70:7;78:11; 114:10instructional (3) 14:17;25:2;156:16 instrumental (2) 53:24:54:1 insure (1) 135:12 intense (1) 89:12 intent (1) 41:15 intentional (2) 52:19;96:23 interact (2) 68:16;71:11 interaction (2) 83:12,21 interactive (1) 77:3 interested (4) 31:19;36:18;83:4; 134:13 interesting (3) 28:9;63:16;110:7 interests (3) 80:10,12;111:17 intern (8) 9:24:15:2.16: 18:21:23:4.8:34:23; 39:13

interning (1) 10:24 interns (19) 17:1;22:25;23:23; 24:13,20:25:9,14; 26:8,11,18,22;29:20; 30:21;32:15;34:21; 37:10,14,21:38:7 internship (3) 23:4,6:28:14 intervention (2) 26:25:71:13 interventionist (5) 89:4;92:7;93:14; 94:1:95:23 interventionists (1) 11:8 interventions (3) 89:10:90:20:95:25 interviewing (1) 39:23 intimidated (1) 83:19 into (27) 12:1;24:5;25:5; 28:19;35:3;39:20; 52:22;53:14;64:12; 68:12:69:11:85:25; 86:14;89:19;91:10, 10:95:19:100:22; 110:2;115:9;117:6; 118:22:131:12: 145:18:151:22; 155:5;156:23 intriguing (1) 56:14 introduce (3) 77:12;136:15,23 invitation (1) 44:7 invite (3) 44:2,4;82:10 involved (8) 13:13;17:17;84:9; 101:13;103:6,10,11; 112:2 involvement (1) 84:10 issue (4) 64:19;103:5,18; 151:14 issues (7) 20:24,24;70:18; 72:9,10;87:14; 110:24 item (8) 5:5,7;44:12; 117:16;120:1,2; 136:23;146:16 items (2) 51:19.20 IV3(1) 19:13

J James (9) 140:11,12,14,14, 21;141:6,9,21,22 **JASPER** (5) 6:11;7:14;8:4,8;9:4 job (8) 12:13,15:38:8; 41:9;58:6;105:2; 110:11;115:18 Johnston (4) 131:21,22,22; 134:1 join (3) 45:10;55:21;128:9 joined (1) 21:22 ioining (8) 19:11:20:3:60:21; 99:15:116:16.19: 125:14:136:25 Joint (1) 156:8 journey (1) 45:20 JROTC (1) 134:23 July (1) 149:15 jump (2) 26:9;77:15 jumped (1) 9:22 jumping (1) 126:20 JUNE (2) 5:4;9:3 junior (2) 137:7.23 Κ K-(1) 102:21 K-1 (1) 109:15 K-12(1) 126:10 K-2 (4) 69:12;118:25; 120:23,25 K-3 (2) 63:9:104:16 K4 (1) 154:21 K-4(1) 104:16 K6(1) 154:21 K-6 (8) 61:6;77:13;82:13;

85:12:88:7.20: 118:24:120:21 K-8(3) 119:25;120:4,24 Karen (5) 5:13;19:21;20:5, 21:21:21 Karli (5) 5:9;15:19;142:4; 145:8:151:10 Kathy (3) 59:12:106:25; 107:4 keep (14) 19:2;46:18;53:13; 56:25;62:5;78:1; 84:6;94:8;95:7; 98:14;99:18,19; 107:20;111:23 keeping (6) 65:22;88:11;94:3; 103:17;114:6;116:3 keeps (3) 96:19;98:7,10 keep-up-with (1) 111:23 kept (2) 87:10;108:11 Key (28) 7:5;19:8;41:5; 42:5;47:2,25;50:23; 51:12.24:52:3.10.13. 15:60:24:63:21:64:3: 91:8,9;92:10;117:15, 16,20;118:10; 124:25;128:14; 145:8,12:146:9 kickback (1) 94:23 kicked (1) 100:14 kid (3) 11:9;105:21,23 kids (26) 10:9;25:22;53:12; 61:3;63:6;65:7;67:3; 73:1;74:5,13;75:7, 13;76:21,24;80:7,19, 19,23,24;81:13;86:5; 90:15;105:20;110:8; 126:19,21 kids' (2) 68:24;80:8 Kim (3) 7:15,25;8:4 kind (63) 14:10;16:20;23:20; 25:2,4;26:1,8;28:20; 30:11,14,24;31:4; 33:4:35:22:38:19: 41:23;50:15;53:1,12; 58:16;59:19;60:4; 61:6,13,14;62:18;

Min-U-Script®

63:16:65:17:68:17: 72:14;74:10;75:10; 76:15;78:5,6,25;80:9, 13;82:20;83:3,17; 84:10;87:7,8;89:14; 95:11,15,15;100:15; 101:15;107:8,9; 108:10:109:6; 111:19;115:1; 116:24:143:13; 148:6;149:17; 152:19,23,25 kindergarten (7) 63:14;69:19,21; 85:5;108:22,25; 109:1 kindergarten/1st (1) 115:15 kindergartner (1) 63:13 kinds (1) 16:4 KIRBY (4) 118:24;119:4,7,18 knew (5) 9:17;74:15;99:13; 105:10;108:20 knocked (1) 101:21 knowing (3) 34:12;71:24;74:24 knowledge (2) 54:6:96:10 knows (4) 54:3;72:23;126:23; 153:11 kudos (2) 54:8:56:25 L labeled (1) 152:23 Labor (1) 87:7 lack (1) 94:13 lacking (1) 109:14 ladies (1) 31:11 lady (3) 9:24;10:14;11:24 LAFAYETTE (2) 127:20;128:4 lag (1) 103:5 LAKESIDE (4) 122:9,21;123:19; 124:5 land (1) 50:4 large (1)

49:7 larger (2) 52:7:116:6 largest (1) 63:14 Lasker (2) 5:13.16 last (31) 6:15;9:7,10,21; 10:3;11:21;15:17; 17:6;22:16,19,22; 23:18:25:16:27:11; 41:8,8;51:24;61:10; 62:21:74:23:75:8; 90:5;91:18;94:9; 101:15;106:17; 123:7;126:10;141:2; 151:13;153:8 lastly (1) 31:19 late (2) 31:1;89:15 late-in-the-game (2) 30:25;31:4 later (1) 69:23 LAVACA (4) 130:6,9,11,20 law (5) 142:14;144:5; 149:19:152:18:155:9 laver (1) 91:17 layering (1) 99:8 layers (2) 25:8,12 lead (4) 10:20;11:1,2,3 leader (3) 32:11:76:3:100:24 leaders (3) 25:4;145:18,19 leadership (8) 36:20;56:22;101:1, 19,20;103:11; 141:24;142:3 learn (1) 62:25 learned (1) 76:22 learning (47) 13:2;22:20;28:7; 36:8;58:12,15,20; 61:10,12,12,20; 62:24;63:2;71:15; 72:16;76:12;77:14; 78:4,17;79:2;80:17; 81:1;82:9,13;83:13, 16;87:22,23;90:9; 91:2,5,12;92:16; 95:20:96:13:98:3; 103:18;110:9;

112:12:118:14,17; 120:3:121:2:126:15: 129:22:130:20; 158:24 learns (1) 28:4least (8) 15:18:30:18:46:20; 50:24;97:11;110:3; 111:25:112:3 leave (6) 11:21:17:8:19:1; 31:2;54:7;117:16 leaving (1) 126:5 left (6) 86:5;119:7;137:17; 142:12;145:10,16 legacy (1) 97:5 legislation (6) 138:24;141:6; 152:17;155:10; 156:14.18 Legislative (2) 41:10;146:22 Legislature (3) 146:10,11,15 length (1) 40:22 less (5) 14:1;33:9;48:12; 81:15:151:17 lessen (1) 34:15 lesson (2) 64:11:70:10 lessons (5) 26:24;95:8;103:21. 24:109:18 lets (1) 146:21 letting (3) 7:4;16:24;100:4 level (7) 32:11;69:17;101:9; 108:17;113:16; 120:4;126:18 levels (6) 76:15;85:10;90:24; 91:2;119:4;121:4 Lexia (3) 81:4;99:10;109:12 library (2) 90:1;137:4 license (2) 14:18;154:24 licensure (7) 16:13;17:23;29:22; 152:12,13:154:19; 155:12 life (1) 7:2

Liggett (17) 7:15,25;8:4,20; 10:20;11:19;12:4,14, 17;13:18,20;14:5,16, 24;15:1,4;18:24 liked (2) 35:9;143:7 limb(1)75:5 limited (2) 98:6;141:3 limits (2) 151:12,21 line (2) 146:11,15 lined (1) 30:14 link (2) 95:18,19 links (1) 113:24 liquidating (1) 51:19 list (4) 109:10;111:5; 124:23;128:13 listed (1) 33:19 listen (1) 134:10 listening (1) 64:11 literacy (5) 10:17;53:7;69:20; 81:7:94:4 literally (2) 9:19:113:7 little (28) 6:14;29:18;37:5; 39:3:52:5,6:63:18; 65:11;71:11;76:22; 82:22:83:18:91:23, 25,25;94:24;102:3,7, 12,23;106:2,5; 108:14;110:7;123:1: 134:18;148:11; 152:24 live (7) 48:15;67:4;72:21; 98:3,6,9,9 lives (1) 67:1 Load (8) 8:9;16:12;19:19; 22:4;40:2;90:6;95:6; 156:23 loaded (1) 60:3 local (3) 42:19;48:14;71:16 located (1) 26:19 $\log(1)$

September 9, 2021

84:6 logic (1) 38:3 logistically (1) 26:20 long (4) 18:22;68:23; 107:22:145:23 longer (2) 53:21:149:15 longest (1) 40:18 long-term (4) 11:25;29:18;39:5, 16 longtime (1) 52:5 LONOKE (4) 118:25;119:4,7,18 look (23) 10:10;14:19;25:24; 26:10;28:22;30:11; 36:1;67:8;70:24; 71:5;78:9;79:13; 88:6;92:5;94:8; 96:17,22;125:10; 134:15;135:4;136:8; 152:25:153:1 looked (2) 31:21:61:8 looking (15) 8:25:10:6:21:1: 34:2:51:5:61:22: 79:10;89:1;100:17; 121:7,18;128:8; 137:6;140:10;153:5 looks (6) 14:13;31:20;50:25; 51:8:78:10:88:16 Lord (2) 89:16,16 Lori (1) 138:16 lose (1) 101:14 lost (2)8:24;114:11 lot (48) 10:13;14:9,10; 22:18;25:4,4;28:12; 32:14:33:6:35:19,20; 38:6,23;41:13;45:12; 46:15;47:17;51:10; 52:6;53:7;58:9;61:9; 62:4,11,22;65:5; 69:7;80:9;85:14; 86:5,14;88:15;95:2; 100:22;103:11; 107:21;109:5,6,17, 18,21;110:2;111:12; 135:9;145:20;148:2; 152:16:154:23 lots (4)

Min-U-Script®

	1	1		September 9, 2021
11:21,22;25:12;	99:5,6,17	115:8;116:22	47:12	modernizes (1)
76:14	many (22)	MAYNARD (3)	met (4)	145:20
love (18)	30:5;62:8,9,20;	122:13,22;124:12	47:10;101:20;	modifications (1)
28:25;33:24;36:17;	64:18,20,23;65:4;	McFETRIDGE (43)	115:19;140:15	71:20
44:6,7;53:8,15;	77:24;84:23;87:18;	5:24;6:2;15:5,6;	mid (1)	module (1)
56:13;69:6;74:7;	88:2;89:20;90:12,13;	32:4,5;69:5,6;70:13,	9:12	91:5
79:11,24;80:5,5;	91:18;108:19;	16,22,25;71:22;	mid-semester (1)	modules (1)
83:7;97:1;112:24;	110:18;143:12;	81:23,24;102:21;	35:23	91:12
114:6	144:9;145:12;150:3	117:23,25;122:2,3;	midterm (1)	mom (1)
loved (1)	marked (1)	123:20,23;124:2;	65:23	110:14
78:22	60:8	125:21,25;126:24;	midyear (3)	MOMENT (7)
low (3)	MARVELL (3)	127:3,6,7;129:19,22;	34:1;35:23;36:21	20:18;45:6;53:4;
49:12;126:13,16	44:14;52:9;57:18	130:23;131:1;	mid-year (1)	55:8;82:10;130:14;
lower (2)	Marvell- (1)	135:24;136:1;	31:17	152:1
62:22;90:24	44:23	141:16,17;149:3,4;	might (15)	mommas (3)
lunch (5)	Marvell-Elaine (5)	150:12,14;157:14,15	15:18;16:9;22:1;	63:11,11,12
95:17;107:3;	45:15;46:22;47:21;	mean (19)	30:5;31:17;36:1;	money (2)
93.17,107.5, 117:14;118:7,13	43:13,40.22,47.21, 48:2;51:4	30:8;40:12,24;	37:15;39:2,20;41:6;	38:4:62:17
117.14,118.7,13		47:17,18;48:14;		· ·
Μ	master (4)		60:13;88:15;106:22; 109:13;152:16	$\frac{\text{money-}(1)}{46.22}$
IVI	89:13;141:25;	50:15;51:3,21;55:21;	,	46:23
molom (17)	144:20;145:15	61:3;66:23;73:3;	might've (2) 106:5;141:1	Monica (1)
ma'am (17)	match (1)	83:16;108:25;110:5;		19:22
7:20;8:19,20;	149:19	113:8;115:16;151:19	MILITARY (6)	monitor (3)
15:10;39:18;41:2;	matched (1)	meaningful (2)	131:19;132:8;	61:7;79:17;156:24
81:20;82:4;96:3;	144:6	23:5;28:17	133:7,25;134:23;	monitored (1)
106:11;114:21;	materials (1)	means (2)	135:22	61:8
119:10;123:9;	33:20	52:23;91:22	mill (1)	monitoring (3)
125:25;126:8;129:5;	math (12)	measure (2)	51:9	35:8;82:18;103:2
145:3	53:2,8;94:4;95:23,	72:10,11	millage (2)	monitors (1)
Madam (3)	24;109:15,16,21,23,	mechanisms (1)	49:14,17	116:8
19:7;47:2;56:10	25;141:2,4	93:19	mills (7)	month (7)
main (2)	Mathematics (4)	media (2)	49:10;59:5;60:2;	9:10;15:17;41:8;
34:16;106:24	109:16,19,24;	90:2;137:5	99:21,23;100:3;	81:8;82:24;123:8;
mainly (1)	135:11	meet (6)	118:25	141:2
34:2	MATs (1)	29:7;81:3,7;85:23;	mind (5)	months (1)
major (6)	153:15	93:20;143:14	25:25;76:17;96:21;	9:1
143:9,12,16;	matter (1)	meeting (7)	97:3;134:19	Moore (76)
151:11;155:3;156:12	17:6	6:15;17:6;41:10;	Mine (2)	13:7,8,25;14:13,22,
majority (2)	Matthew (1)	56:11;87:5;109:3;	73:21;105:7	25;15:3;30:1,2,21;
9:2;33:8	136:16	110:15	minute (6)	31:7,16;32:1;34:16;
majors (1)	max (1)	meetings (1)	45:10;66:7;96:24;	40:7,11,15,17,23;
154:16	10:7	11:5	124:1;150:21,24	42:25;55:3;56:6;
makes (5)	maximum (2)	Member (5)	minutes (4)	67:19,20,25;69:4;
18:3;56:19;112:10;	22:6;126:17	32:2;58:3;78:18;	8:11;19:25;38:1;	81:25;82:1;93:8,9,
142:23;146:2	may (36)	88:21;116:17	50:16	18;96:2;118:1,2;
making (19)	8:21;11:15;21:19;	MEMBERS (12)	miss (3)	121:21,22;123:5,7,
10:21;13:23;17:18;	36:11;38:1;39:5,5;	5:3,3;45:8;46:2;	6:21;7:7;36:11	11,16;132:20,22;
22:19;55:12,19;	41:21,21;49:17;	48:3,6;57:24;58:22;	missed (3)	133:9,16;134:9;
63:21;80:14;81:8;	53:17;64:9;66:24;	81:17;93:4;136:14,	91:7,7,8	135:17;137:24;
83:4;85:25;94:21,21;	69:23;71:14;80:15,	15	Missy (1)	138:1;140:1,2,25;
110:12;115:18;	18;83:19;91:6,7,8,24;	mention (1)	140:22	141:8,10,13,15;
131:12;142:18;	92:3;94:17;95:6,20;	53:24	mix (1)	142:13,17,23;143:5,
143:13;156:25	97:7,7;101:14;102:3,	mentioned (2)	135:3	11,21;144:9,12,25;
males (1)	23;104:19;106:20;	22:8;53:19	mode (1)	145:5,7,11,24;
134:16	116:6;132:11;152:16	mentor (21)	17:12	148:10,14,19,21,25;
manage (1)	maybe (25)	24:19,24;25:3,9;	model (7)	149:2;155:14,17
69:14	27:22;34:8;36:18;	26:13,16,17,21;	23:16;26:2,10;	Moore's (1)
Manager (2)	42:15,15;53:11,13;	29:17,19,19;30:13;	27:17;31:23;34:25;	33:25
45:14;46:8	60:11;64:12;66:20;	31:14;32:6,8,15,19,	134:13	more (48)
mandate (1)	67:1;68:11;69:10;	20;36:5;37:8,21	modeling (1)	12:2;13:16;15:19;
150:4	70:17,18;74:3;83:15;	mentoring (1)	26:24	22:6,19;23:5;27:17;
Manning (6)	84:13;90:17;91:25;	32:19	models (1)	28:6,8,17;33:24;
93:23,24;96:3;	92:14,24;108:2;	message (1)	67:21	46:15,17;47:4,5;
		U . ,	1	

				· · · ·
48:24;51:7;55:12,13,	128:18;130:19;	108:8,21;110:16;	75:12,16,20,24;	nobody (2)
24,24;63:8;68:16;	150:12;152:3;155:14	117:18,21;120:9;	77:17,20;81:16,21,	85:7,8
76:24;77:2,3;81:12;	moving (5)	124:23;127:2;	23,25;82:2,5;83:24;	Nodding (1)
82:23;85:7;87:23;	29:2;35:25;38:17;	128:13;139:17;	84:21;85:2,11,19;	37:6
94:7;99:22;102:7;	39:11;108:11	147:3;148:23;	86:13,24;87:5;91:7;	NOMINATED (1)
103:2;108:6,20,21;	MT (1)	151:24;154:24	93:3,7;96:4;98:18;	5:2
111:12;112:1,10;	127:25	needed (8)	99:12,20,25;100:2;	nomination (2)
116:21;117:4;	much (46)	10:5;51:21,22;	104:21;105:1,18,22,	5:23,25
134:16;135:6,7;	6:22;11:16;12:17,	62:16;100:21;108:6,	25;106:3,8,12,15;	nominations (1)
143:23,25;155:3	19;14:1;18:3,24;	21;138:23	107:1;112:18;113:3;	5:7
morning (47)	27:8;28:10;32:5,5;	needing (2)	114:20,22,25;115:13,	nominee (1)
6:15;7:19,22,23;	33:15;34:12;38:18;	126:22;137:22	23,25;116:2,12;	5:11
8:7;12:7;19:12;20:3,	43:24;44:1;47:4,4,5,	needs (8)	117:1,19,21,24;	nontraditional (2)
7,8,15,17;21:3,20;	5,16;58:4;62:16;	29:7;78:13;79:6;	118:2,5,11,15;119:6,	153:14;154:3
37:24;40:25;45:4,13;	68:19;70:8,23;75:1,	85:23;116:10;139:8;	11,14,17,20,23;	noon (1)
48:7;54:12,17;57:14;	15;77:22;83:23;	144:4,15	120:7,12,15,18;	95:15
58:2,9;60:7,19,20;	84:10;87:23;89:10;	NEMO (2)	121:7,11,13,15,17,	norm (1)
63:20,25;66:5;69:18,	96:25;97:1;98:19,24;	127:17;128:4	23;122:1,3,6,25;	135:7
23;75:24,25;80:7,8;	100:11;106:9;108:8,	nervous (1)	123:6,17,21,24;	normal (1)
86:24,25;95:9,10,13;	12;116:13;131:14;	63:12	124:3,10;125:1,4,8,	70:19
100:1,2;107:2;	137:1;141:22;148:7	Netflix (1)	10,13,17,19,24;	normally (2)
110:22;116:20;	multiple (3)	72:24	126:25;127:5,7,11,	9:5:67:3
117:12	10:21;25:17;92:15	NETTLETON (4)	14;128:8,15,19,23;	norms (1)
morphed (1)	must (3)	120:22;121:5,8,19	129:1,4,6,11,17,21;	41:23
61:14	58:24;156:18,19	network (1)	130:1,4,10,15,17,19,	North (3)
most (15)	myself (4)	98:12	25;131:4,7,20;	52:6;59:14;106:19
27:7,23;43:4,22;	12:3;17:24;71:23;	new (24)	132:17,23;133:2,6,	Northeast (2)
49:6;62:24;68:17;	77:22	6:16;32:16,17,20;	10,17,20,23;134:3,5,	59:14;106:19
73:1;78:2;79:12;		37:16;43:22;52:2,4,4,	8;135:18,25;136:3,6,	northeast/north (1)
111:18,25;135:3,4;	Ν	9;83:16;84:22;	12,14,21,24;137:8,	107:6
156:13		101:18;114:15;	11,13,15,21,25;	Northwest (1)
mostly (1)	name (3)	123:1;128:2;129:7;	138:3,6,12,14,15,25;	116:21
50:3	94:10;111:21;	130:8;136:15;	139:3,6,8,17,24;	NOTE (2)
		100.00,100.100,	157.5,0,0,17,21,	
motion (67)	134:16	143:14;144:19;	140:2,5,7,10,13,20,	32:2;48:2
motion (67) 5:22,24;6:1,8;18:6,				
	134:16 NASHVILLE (3) 122:16,23;124:15	143:14;144:19;	140:2,5,7,10,13,20,	32:2;48:2 notes (1) 11:22
5:22,24;6:1,8;18:6,	134:16 NASHVILLE (3)	143:14;144:19; 145:12;149:19;	140:2,5,7,10,13,20, 24;141:11,15,17,20;	32:2;48:2 notes (1)
5:22,24;6:1,8;18:6, 7,9,10;43:9,11,13,20;	134:16 NASHVILLE (3) 122:16,23;124:15 NATIONAL (5) 147:15,22,23;	143:14;144:19; 145:12;149:19; 156:17 newsletter (1) 79:1	140:2,5,7,10,13,20, 24;141:11,15,17,20; 142:1,9,11;145:25;	32:2;48:2 notes (1) 11:22
5:22,24;6:1,8;18:6, 7,9,10;43:9,11,13,20; 57:14,15,17;117:18, 21,24;119:12,15,16, 18;120:9,11,12;	134:16 NASHVILLE (3) 122:16,23;124:15 NATIONAL (5)	143:14;144:19; 145:12;149:19; 156:17 newsletter (1)	140:2,5,7,10,13,20, 24;141:11,15,17,20; 142:1,9,11;145:25; 146:24;147:2,7,9,12,	32:2;48:2 notes (1) 11:22 notice (1)
5:22,24;6:1,8;18:6, 7,9,10;43:9,11,13,20; 57:14,15,17;117:18, 21,24;119:12,15,16,	134:16 NASHVILLE (3) 122:16,23;124:15 NATIONAL (5) 147:15,22,23;	143:14;144:19; 145:12;149:19; 156:17 newsletter (1) 79:1	140:2,5,7,10,13,20, 24;141:11,15,17,20; 142:1,9,11;145:25; 146:24;147:2,7,9,12, 17,21,24;148:2,8,22;	32:2;48:2 notes (1) 11:22 notice (1) 138:20
5:22,24;6:1,8;18:6, 7,9,10;43:9,11,13,20; 57:14,15,17;117:18, 21,24;119:12,15,16, 18;120:9,11,12; 121:24;124:21; 125:1,2,5;127:2,3,8;	134:16 NASHVILLE (3) 122:16,23;124:15 NATIONAL (5) 147:15,22,23; 148:4,9	143:14;144:19; 145:12;149:19; 156:17 newsletter (1) 79:1 NEWTON (350) 5:5,20;6:1,4,7,10, 12;7:12,19,23;8:6,12,	140:2,5,7,10,13,20, 24;141:11,15,17,20; 142:1,9,11;145:25; 146:24;147:2,7,9,12, 17,21,24;148:2,8,22; 149:2,4,7,12,18,22, 24;150:2,7,9,13,16, 19,23;151:2,7,15,18,	32:2;48:2 notes (1) 11:22 notice (1) 138:20 noticed (2) 49:9;80:19 number (14)
5:22,24;6:1,8;18:6, 7,9,10;43:9,11,13,20; 57:14,15,17;117:18, 21,24;119:12,15,16, 18;120:9,11,12; 121:24;124:21; 125:1,2,5;127:2,3,8; 128:16,19;129:18,19,	134:16 NASHVILLE (3) 122:16,23;124:15 NATIONAL (5) 147:15,22,23; 148:4,9 naught (1)	143:14;144:19; 145:12;149:19; 156:17 newsletter (1) 79:1 NEWTON (350) 5:5,20;6:1,4,7,10, 12;7:12,19,23;8:6,12, 14,21;12:5,21;13:5,7;	140:2,5,7,10,13,20, 24;141:11,15,17,20; 142:1,9,11;145:25; 146:24;147:2,7,9,12, 17,21,24;148:2,8,22; 149:2,4,7,12,18,22, 24;150:2,7,9,13,16, 19,23;151:2,7,15,18, 20,23;152:2,4,6,9,13,	32:2;48:2 notes (1) 11:22 notice (1) 138:20 noticed (2) 49:9;80:19 number (14) 9:8,13;14:2;22:6;
5:22,24;6:1,8;18:6, 7,9,10;43:9,11,13,20; 57:14,15,17;117:18, 21,24;119:12,15,16, 18;120:9,11,12; 121:24;124:21; 125:1,2,5;127:2,3,8; 128:16,19;129:18,19, 21;130:13,16;133:14,	134:16 NASHVILLE (3) 122:16,23;124:15 NATIONAL (5) 147:15,22,23; 148:4,9 naught (1) 146:8 navigating (1) 66:10	143:14;144:19; 145:12;149:19; 156:17 newsletter (1) 79:1 NEWTON (350) 5:5,20;6:1,4,7,10, 12;7:12,19,23;8:6,12, 14,21;12:5,21;13:5,7; 15:5,7,9,11;16:3,5,	140:2,5,7,10,13,20, 24;141:11,15,17,20; 142:1,9,11;145:25; 146:24;147:2,7,9,12, 17,21,24;148:2,8,22; 149:2,4,7,12,18,22, 24;150:2,7,9,13,16, 19,23;151:2,7,15,18, 20,23;152:2,4,6,9,13, 21;153:3,10,22;	32:2;48:2 notes (1) 11:22 notice (1) 138:20 noticed (2) 49:9;80:19 number (14) 9:8,13;14:2;22:6; 47:18;65:3;81:14;
5:22,24;6:1,8;18:6, 7,9,10;43:9,11,13,20; 57:14,15,17;117:18, 21,24;119:12,15,16, 18;120:9,11,12; 121:24;124:21; 125:1,2,5;127:2,3,8; 128:16,19;129:18,19, 21;130:13,16;133:14, 16,17;135:21,24,25;	134:16 NASHVILLE (3) 122:16,23;124:15 NATIONAL (5) 147:15,22,23; 148:4,9 naught (1) 146:8 navigating (1) 66:10 NCATE (1)	143:14;144:19; 145:12;149:19; 156:17 newsletter (1) 79:1 NEWTON (350) 5:5,20;6:1,4,7,10, 12;7:12,19,23;8:6,12, 14,21;12:5,21;13:5,7; 15:5,7,9,11;16:3,5, 15,21,25;17:2,4,10,	140:2,5,7,10,13,20, 24;141:11,15,17,20; 142:1,9,11;145:25; 146:24;147:2,7,9,12, 17,21,24;148:2,8,22; 149:2,4,7,12,18,22, 24;150:2,7,9,13,16, 19,23;151:2,7,15,18, 20,23;152:2,4,6,9,13, 21;153:3,10,22; 154:4,9,11,14;155:1,	32:2;48:2 notes (1) 11:22 notice (1) 138:20 noticed (2) 49:9;80:19 number (14) 9:8,13;14:2;22:6; 47:18;65:3;81:14; 83:11;90:19;92:22;
5:22,24;6:1,8;18:6, 7,9,10;43:9,11,13,20; 57:14,15,17;117:18, 21,24;119:12,15,16, 18;120:9,11,12; 121:24;124:21; 125:1,2,5;127:2,3,8; 128:16,19;129:18,19, 21;130:13,16;133:14, 16,17;135:21,24,25; 137:22,25;139:8,18,	134:16 NASHVILLE (3) 122:16,23;124:15 NATIONAL (5) 147:15,22,23; 148:4,9 naught (1) 146:8 navigating (1) 66:10 NCATE (1) 153:24	143:14;144:19; 145:12;149:19; 156:17 newsletter (1) 79:1 NEWTON (350) 5:5,20;6:1,4,7,10, 12;7:12,19,23;8:6,12, 14,21;12:5,21;13:5,7; 15:5,7,9,11;16:3,5, 15,21,25;17:2,4,10, 14,16,21;18:2,10,13,	140:2,5,7,10,13,20, 24;141:11,15,17,20; 142:1,9,11;145:25; 146:24;147:2,7,9,12, 17,21,24;148:2,8,22; 149:2,4,7,12,18,22, 24;150:2,7,9,13,16, 19,23;151:2,7,15,18, 20,23;152:2,4,6,9,13, 21;153:3,10,22; 154:4,9,11,14;155:1, 4,8,11,16,19,22;	32:2;48:2 notes (1) 11:22 notice (1) 138:20 noticed (2) 49:9;80:19 number (14) 9:8,13;14:2;22:6; 47:18;65:3;81:14; 83:11;90:19;92:22; 108:9;126:17;
5:22,24;6:1,8;18:6, 7,9,10;43:9,11,13,20; 57:14,15,17;117:18, 21,24;119:12,15,16, 18;120:9,11,12; 121:24;124:21; 125:1,2,5;127:2,3,8; 128:16,19;129:18,19, 21;130:13,16;133:14, 16,17;135:21,24,25; 137:22,25;139:8,18, 23,24;141:12,15;	134:16 NASHVILLE (3) 122:16,23;124:15 NATIONAL (5) 147:15,22,23; 148:4,9 naught (1) 146:8 navigating (1) 66:10 NCATE (1) 153:24 near (1)	143:14;144:19; 145:12;149:19; 156:17 newsletter (1) 79:1 NEWTON (350) 5:5,20;6:1,4,7,10, 12;7:12,19,23;8:6,12, 14,21;12:5,21;13:5,7; 15:5,7,9,11;16:3,5, 15,21,25;17:2,4,10, 14,16,21;18:2,10,13, 16,19;19:5,11,14;	$\begin{array}{c} 140:2,5,7,10,13,20,\\ 24;141:11,15,17,20;\\ 142:1,9,11;145:25;\\ 146:24;147:2,7,9,12,\\ 17,21,24;148:2,8,22;\\ 149:2,4,7,12,18,22,\\ 24;150:2,7,9,13,16,\\ 19,23;151:2,7,15,18,\\ 20,23;152:2,4,6,9,13,\\ 21;153:3,10,22;\\ 154:4,9,11,14;155:1,\\ 4,8,11,16,19,22;\\ 156:1,12;157:4,9,12,\\ \end{array}$	32:2;48:2 notes (1) 11:22 notice (1) 138:20 noticed (2) 49:9;80:19 number (14) 9:8,13;14:2;22:6; 47:18;65:3;81:14; 83:11;90:19;92:22; 108:9;126:17; 146:13;151:8
5:22,24;6:1,8;18:6, 7,9,10;43:9,11,13,20; 57:14,15,17;117:18, 21,24;119:12,15,16, 18;120:9,11,12; 121:24;124:21; 125:1,2,5;127:2,3,8; 128:16,19:129:18,19, 21;130:13,16;133:14, 16,17;135:21,24,25; 137:22,25;139:8,18, 23,24;141:12,15; 147:3,6,7;148:23;	134:16 NASHVILLE (3) 122:16,23;124:15 NATIONAL (5) 147:15,22,23; 148:4,9 naught (1) 146:8 navigating (1) 66:10 NCATE (1) 153:24 near (1) 88:17	143:14;144:19; 145:12;149:19; 156:17 newsletter (1) 79:1 NEWTON (350) 5:5,20;6:1,4,7,10, 12;7:12,19,23;8:6,12, 14,21;12:5,21;13:5,7; 15:5,7,9,11;16:3,5, 15,21,25;17:2,4,10, 14,16,21;18:2,10,13, 16,19;19:5,11,14; 20:2,7,9,12,15,21;	$\begin{array}{c} 140:2,5,7,10,13,20,\\ 24;141:11,15,17,20;\\ 142:1,9,11;145:25;\\ 146:24;147:2,7,9,12,\\ 17,21,24;148:2,8,22;\\ 149:2,4,7,12,18,22,\\ 24;150:2,7,9,13,16,\\ 19,23;151:2,7,15,18,\\ 20,23;152:2,4,6,9,13,\\ 21;153:3,10,22;\\ 154:4,9,11,14;155:1,\\ 4,8,11,16,19,22;\\ 156:1,12;157:4,9,12,\\ 15,18\end{array}$	32:2;48:2 notes (1) 11:22 notice (1) 138:20 noticed (2) 49:9;80:19 number (14) 9:8,13;14:2;22:6; 47:18;65:3;81:14; 83:11;90:19;92:22; 108:9;126:17; 146:13;151:8 numbers (25)
5:22,24;6:1,8;18:6, 7,9,10;43:9,11,13,20; 57:14,15,17;117:18, 21,24;119:12,15,16, 18;120:9,11,12; 121:24;124:21; 125:1,2,5;127:2,3,8; 128:16,19:129:18,19, 21;130:13,16;133:14, 16,17;135:21,24,25; 137:22,25;139:8,18, 23,24;141:12,15; 147:3,6,7;148:23; 149:2;150:10,13;	134:16 NASHVILLE (3) 122:16,23;124:15 NATIONAL (5) 147:15,22,23; 148:4,9 naught (1) 146:8 navigating (1) 66:10 NCATE (1) 153:24 near (1) 88:17 nearly (1)	143:14;144:19; 145:12;149:19; 156:17 newsletter (1) 79:1 NEWTON (350) 5:5,20;6:1,4,7,10, 12;7:12,19,23;8:6,12, 14,21;12:5,21;13:5,7; 15:5,7,9,11;16:3,5, 15,21,25;17:2,4,10, 14,16,21;18:2,10,13, 16,19;19:5,11,14; 20:2,7,9,12,15,21; 21:1,3,5,7,10,18;	140:2,5,7,10,13,20, 24;141:11,15,17,20; 142:1,9,11;145:25; 146:24;147:2,7,9,12, 17,21,24;148:2,8,22; 149:2,4,7,12,18,22, 24;150:2,7,9,13,16, 19,23;151:2,7,15,18, 20,23;152:2,4,6,9,13, 21;153:3,10,22; 154:4,9,11,14;155:1, 4,8,11,16,19,22; 156:1,12;157:4,9,12, 15,18 next (22)	32:2;48:2 notes (1) 11:22 notice (1) 138:20 noticed (2) 49:9;80:19 number (14) 9:8,13;14:2;22:6; 47:18;65:3;81:14; 83:11;90:19;92:22; 108:9;126:17; 146:13;151:8 numbers (25) 9:6;11:2;14:19;
5:22,24;6:1,8;18:6, 7,9,10;43:9,11,13,20; 57:14,15,17;117:18, 21,24;119:12,15,16, 18;120:9,11,12; 121:24;124:21; 125:1,2,5;127:2,3,8; 128:16,19;129:18,19, 21;130:13,16;133:14, 16,17;135:21,24,25; 137:22,25;139:8,18, 23,24;141:12,15; 147:3,6,7;148:23; 149:2;150:10,13; 151:24;152:2,4;	134:16 NASHVILLE (3) 122:16,23;124:15 NATIONAL (5) 147:15,22,23; 148:4,9 naught (1) 146:8 navigating (1) 66:10 NCATE (1) 153:24 near (1) 88:17 nearly (1) 88:5	143:14;144:19; 145:12;149:19; 156:17 newsletter (1) 79:1 NEWTON (350) 5:5,20;6:1,4,7,10, 12;7:12,19,23;8:6,12, 14,21;12:5,21;13:5,7; 15:5,7,9,11;16:3,5, 15,21,25;17:2,4,10, 14,16,21;18:2,10,13, 16,19;19:5,11,14; 20:2,7,9,12,15,21; 21:1,3,5,7,10,18; 29:11,23;32:4,23;	140:2,5,7,10,13,20, 24;141:11,15,17,20; 142:1,9,11;145:25; 146:24;147:2,7,9,12, 17,21,24;148:2,8,22; 149:2,4,7,12,18,22, 24;150:2,7,9,13,16, 19,23;151:2,7,15,18, 20,23;152:2,4,6,9,13, 21;153:3,10,22; 154:4,9,11,14;155:1, 4,8,11,16,19,22; 156:1,12;157:4,9,12, 15,18 next (22) 14:20;28:25;38:23;	32:2;48:2 notes (1) 11:22 notice (1) 138:20 noticed (2) 49:9;80:19 number (14) 9:8,13;14:2;22:6; 47:18;65:3;81:14; 83:11;90:19;92:22; 108:9;126:17; 146:13;151:8 numbers (25) 9:6;11:2;14:19; 55:5;62:22;69:25;
5:22,24;6:1,8;18:6, 7,9,10;43:9,11,13,20; 57:14,15,17;117:18, 21,24;119:12,15,16, 18;120:9,11,12; 121:24;124:21; 125:1,2,5;127:2,3,8; 128:16,19;129:18,19, 21;130:13,16;133:14, 16,17;135:21,24,25; 137:22,25;139:8,18, 23,24;141:12,15; 147:3,6,7;148:23; 149:2;150:10,13; 151:24;152:2,4; 155:13,16;157:10	134:16 NASHVILLE (3) 122:16,23;124:15 NATIONAL (5) 147:15,22,23; 148:4,9 naught (1) 146:8 navigating (1) 66:10 NCATE (1) 153:24 near (1) 88:17 nearly (1) 88:5 neat (1)	$\begin{array}{c} 143:14;144:19;\\ 145:12;149:19;\\ 156:17\\ \textbf{newsletter (1)}\\ 79:1\\ \textbf{NEWTON (350)}\\ 5:5,20;6:1,4,7,10,\\ 12;7:12,19,23;8:6,12,\\ 14,21;12:5,21;13:5,7;\\ 15:5,7,9,11;16:3,5,\\ 15,21,25;17:2,4,10,\\ 14,16,21;18:2,10,13,\\ 16,19;19:5,11,14;\\ 20:2,7,9,12,15,21;\\ 21:1,3,5,7,10,18;\\ 29:11,23;32:4,23;\\ 33:11,13;36:15;\\ \end{array}$	140:2,5,7,10,13,20, 24;141:11,15,17,20; 142:1,9,11;145:25; 146:24;147:2,7,9,12, 17,21,24;148:2,8,22; 149:2,4,7,12,18,22, 24;150:2,7,9,13,16, 19,23;151:2,7,15,18, 20,23;152:2,4,6,9,13, 21;153:3,10,22; 154:4,9,11,14;155:1, 4,8,11,16,19,22; 156:1,12;157:4,9,12, 15,18 next (22) 14:20;28:25;38:23; 44:12;65:10;66:25;	32:2;48:2 notes (1) 11:22 notice (1) 138:20 noticed (2) 49:9;80:19 number (14) 9:8,13;14:2;22:6; 47:18;65:3;81:14; 83:11;90:19;92:22; 108:9;126:17; 146:13;151:8 numbers (25) 9:6;11:2;14:19; 55:5;62:22;69:25; 77:7,11;85:11,21;
5:22,24;6:1,8;18:6, 7,9,10;43:9,11,13,20; 57:14,15,17;117:18, 21,24;119:12,15,16, 18;120:9,11,12; 121:24;124:21; 125:1,2,5;127:2,3,8; 128:16,19;129:18,19, 21;130:13,16;133:14, 16,17;135:21,24,25; 137:22,25;139:8,18, 23,24;141:12,15; 147:3,6,7;148:23; 149:2;150:10,13; 151:24;152:2,4; 155:13,16;157:10 motivated (1)	134:16 NASHVILLE (3) 122:16,23;124:15 NATIONAL (5) 147:15,22,23; 148:4,9 naught (1) 146:8 navigating (1) 66:10 NCATE (1) 153:24 near (1) 88:17 nearly (1) 88:5 neat (1) 114:13	143:14;144:19; 145:12;149:19; 156:17 newsletter (1) 79:1 NEWTON (350) 5:5,20;6:1,4,7,10, 12;7:12,19,23;8:6,12, 14,21;12:5,21;13:5,7; 15:5,7,9,11;16:3,5, 15,21,25;17:2,4,10, 14,16,21;18:2,10,13, 16,19;19:5,11,14; 20:2,7,9,12,15,21; 21:1,3,5,7,10,18; 29:11,23;32:4,23; 33:11,13;36:15; 37:23;39:12,19,24;	140:2,5,7,10,13,20, 24;141:11,15,17,20; 142:1,9,11;145:25; 146:24;147:2,7,9,12, 17,21,24;148:2,8,22; 149:2,4,7,12,18,22, 24;150:2,7,9,13,16, 19,23;151:2,7,15,18, 20,23;152:2,4,6,9,13, 21;153:3,10,22; 154:4,9,11,14;155:1, 4,8,11,16,19,22; 156:1,12;157:4,9,12, 15,18 next (22) 14:20;28:25;38:23; 44:12;65:10;66:25; 67:4;69:22;80:25;	32:2;48:2 notes (1) 11:22 notice (1) 138:20 noticed (2) 49:9;80:19 number (14) 9:8,13;14:2;22:6; 47:18;65:3;81:14; 83:11;90:19;92:22; 108:9;126:17; 146:13;151:8 numbers (25) 9:6;11:2;14:19; 55:5;62:22;69:25; 77:7,11;85:11,21; 88:12;90:14;92:17;
5:22,24;6:1,8;18:6, 7,9,10;43:9,11,13,20; 57:14,15,17;117:18, 21,24;119:12,15,16, 18;120:9,11,12; 121:24;124:21; 125:1,2,5;127:2,3,8; 128:16,19;129:18,19, 21;130:13,16;133:14, 16,17;135:21,24,25; 137:22,25;139:8,18, 23,24;141:12,15; 147:3,6,7;148:23; 149:2;150:10,13; 151:24;152:2,4; 155:13,16;157:10 motivated (1) 19:2	134:16 NASHVILLE (3) 122:16,23;124:15 NATIONAL (5) 147:15,22,23; 148:4,9 naught (1) 146:8 navigating (1) 66:10 NCATE (1) 153:24 near (1) 88:17 nearly (1) 88:5 neat (1) 114:13 necessarily (4)	$\begin{array}{c} 143:14;144:19;\\ 145:12;149:19;\\ 145:12;149:19;\\ 156:17\\ \textbf{newsletter (1)}\\ 79:1\\ \textbf{NEWTON (350)}\\ 5:5,20;6:1,4,7,10,\\ 12;7:12,19,23;8:6,12,\\ 14,21;12:5,21;13:5,7;\\ 15:5,7,9,11;16:3,5,\\ 15,21,25;17:2,4,10,\\ 14,16,21;18:2,10,13,\\ 16,19;19:5,11,14;\\ 20:2,7,9,12,15,21;\\ 21:1,3,5,7,10,18;\\ 29:11,23;32:4,23;\\ 33:11,13;36:15;\\ 37:23;39:12,19,24;\\ 40:6,24;41:4;42:4,\\ \end{array}$	140:2,5,7,10,13,20, 24;141:11,15,17,20; 142:1,9,11;145:25; 146:24;147:2,7,9,12, 17,21,24;148:2,8,22; 149:2,4,7,12,18,22, 24;150:2,7,9,13,16, 19,23;151:2,7,15,18, 20,23;152:2,4,6,9,13, 21;153:3,10,22; 154:4,9,11,14;155:1, 4,8,11,16,19,22; 156:1,12;157:4,9,12, 15,18 next (22) 14:20;28:25;38:23; 44:12;65:10;66:25; 67:4;69:22;80:25; 96:18;99:23;120:1;	32:2;48:2 notes (1) 11:22 notice (1) 138:20 noticed (2) 49:9;80:19 number (14) 9:8,13;14:2;22:6; 47:18;65:3;81:14; 83:11;90:19;92:22; 108:9;126:17; 146:13;151:8 numbers (25) 9:6;11:2;14:19; 55:5;62:22;69:25; 77:7,11;85:11,21; 88:12;90:14;92:17; 93:1;98:20;102:4,6,
5:22,24;6:1,8;18:6, 7,9,10;43:9,11,13,20; 57:14,15,17;117:18, 21,24;119:12,15,16, 18;120:9,11,12; 121:24;124:21; 125:1,2,5;127:2,3,8; 128:16,19;129:18,19, 21;130:13,16;133:14, 16,17;135:21,24,25; 137:22,25;139:8,18, 23,24;141:12,15; 147:3,6,7;148:23; 149:2;150:10,13; 151:24;152:2,4; 155:13,16;157:10 motivated (1) 19:2 Mount (1)	134:16 NASHVILLE (3) 122:16,23;124:15 NATIONAL (5) 147:15,22,23; 148:4,9 naught (1) 146:8 navigating (1) 66:10 NCATE (1) 153:24 near (1) 88:17 nearly (1) 88:5 neat (1) 114:13 necessarily (4) 34:9;76:18,18;	143:14;144:19; 145:12;149:19; 156:17 newsletter (1) 79:1 NEWTON (350) 5:5,20;6:1,4,7,10, 12;7:12,19,23;8:6,12, 14,21;12:5,21;13:5,7; 15:5,7,9,11;16:3,5, 15,21,25;17:2,4,10, 14,16,21;18:2,10,13, 16,19;19:5,11,14; 20:2,7,9,12,15,21; 21:1,3,5,7,10,18; 29:11,23;32:4,23; 33:11,13;36:15; 37:23;39:12,19,24; 40:6,24;41:4;42:4, 21;43:1,13,16,19,25;	140:2,5,7,10,13,20, 24;141:11,15,17,20; 142:1,9,11;145:25; 146:24;147:2,7,9,12, 17,21,24;148:2,8,22; 149:2,4,7,12,18,22, 24;150:2,7,9,13,16, 19,23;151:2,7,15,18, 20,23;152:2,4,6,9,13, 21;153:3,10,22; 154:4,9,11,14;155:1, 4,8,11,16,19,22; 156:1,12;157:4,9,12, 15,18 next (22) 14:20;28:25;38:23; 44:12;65:10;66:25; 67:4;69:22;80:25; 96:18;99:23;120:1; 121:1;122:18;128:1;	32:2;48:2 notes (1) 11:22 notice (1) 138:20 noticed (2) 49:9;80:19 number (14) 9:8,13;14:2;22:6; 47:18;65:3;81:14; 83:11;90:19;92:22; 108:9;126:17; 146:13;151:8 numbers (25) 9:6;11:2;14:19; 55:5;62:22;69:25; 77:7,11;85:11,21; 88:12;90:14;92:17; 93:1;98:20;102:4,6, 16,23;105:17;108:2,
5:22,24;6:1,8;18:6, 7,9,10;43:9,11,13,20; 57:14,15,17;117:18, 21,24;119:12,15,16, 18;120:9,11,12; 121:24;124:21; 125:1,2,5;127:2,3,8; 128:16,19;129:18,19, 21;130:13,16;133:14, 16,17;135:21,24,25; 137:22,25;139:8,18, 23,24;141:12,15; 147:3,6,7;148:23; 149:2;150:10,13; 151:24;152:2,4; 155:13,16;157:10 motivated (1) 19:2 Mount (1) 128:6	134:16 NASHVILLE (3) 122:16,23;124:15 NATIONAL (5) 147:15,22,23; 148:4,9 naught (1) 146:8 navigating (1) 66:10 NCATE (1) 153:24 near (1) 88:17 nearly (1) 88:5 neat (1) 114:13 necessarily (4) 34:9;76:18,18; 90:11	143:14;144:19; 145:12;149:19; 156:17 newsletter (1) 79:1 NEWTON (350) 5:5,20;6:1,4,7,10, 12;7:12,19,23;8:6,12, 14,21;12:5,21;13:5,7; 15:5,7,9,11;16:3,5, 15,21,25;17:2,4,10, 14,16,21;18:2,10,13, 16,19;19:5,11,14; 20:2,7,9,12,15,21; 21:1,3,5,7,10,18; 29:11,23;32:4,23; 33:11,13;36:15; 37:23;39:12,19,24; 40:6,24;41:4;42:4, 21;43:1,13,16,19,25; 44:6,12,16;45:3,9,17;	$\begin{array}{c} 140:2,5,7,10,13,20,\\ 24;141:11,15,17,20;\\ 142:1,9,11;145:25;\\ 146:24;147:2,7,9,12,\\ 17,21,24;148:2,8,22;\\ 149:2,4,7,12,18,22,\\ 24;150:2,7,9,13,16,\\ 19,23;151:2,7,15,18,\\ 20,23;152:2,4,6,9,13,\\ 21;153:3,10,22;\\ 154:4,9,11,14;155:1,\\ 4,8,11,16,19,22;\\ 156:1,12;157:4,9,12,\\ 15,18\\ \textbf{next (22)}\\ 14:20;28:25;38:23;\\ 44:12;65:10;66:25;\\ 67:4;69:22;80:25;\\ 96:18;99:23;120:1;\\ 121:1;122:18;128:1;\\ 129:7;130:7;136:23;\\ \end{array}$	32:2;48:2 notes (1) 11:22 notice (1) 138:20 noticed (2) 49:9;80:19 number (14) 9:8,13;14:2;22:6; 47:18;65:3;81:14; 83:11;90:19;92:22; 108:9;126:17; 146:13;151:8 numbers (25) 9:6;11:2;14:19; 55:5;62:22;69:25; 77:7,11;85:11,21; 88:12;90:14;92:17; 93:1;98:20;102:4,6, 16,23;105:17;108:2, 19,24;116:4,6
5:22,24;6:1,8;18:6, 7,9,10;43:9,11,13,20; 57:14,15,17;117:18, 21,24;119:12,15,16, 18;120:9,11,12; 121:24;124:21; 125:1,2,5;127:2,3,8; 128:16,19;129:18,19, 21;130:13,16;133:14, 16,17;135:21,24,25; 137:22,25;139:8,18, 23,24;141:12,15; 147:3,6,7;148:23; 149:2;150:10,13; 151:24;152:2,4; 155:13,16;157:10 motivated (1) 19:2 Mount (1) 128:6 move (17)	134:16 NASHVILLE (3) 122:16,23;124:15 NATIONAL (5) 147:15,22,23; 148:4,9 naught (1) 146:8 navigating (1) 66:10 NCATE (1) 153:24 near (1) 88:17 nearly (1) 88:5 neat (1) 114:13 necessarily (4) 34:9;76:18,18; 90:11 necessary (2)	143:14;144:19; 145:12;149:19; 156:17 newsletter (1) 79:1 NEWTON (350) 5:5,20;6:1,4,7,10, 12;7:12,19,23;8:6,12, 14,21;12:5,21;13:5,7; 15:5,7,9,11;16:3,5, 15,21,25;17:2,4,10, 14,16,21;18:2,10,13, 16,19;19:5,11,14; 20:2,7,9,12,15,21; 21:1,3,5,7,10,18; 29:11,23;32:4,23; 33:11,13;36:15; 37:23;39:12,19,24; 40:6,24;41:4;42:4, 21;43:1,13,16,19,25; 44:6,12,16;45:3,9,17; 46:4,12;47:1,24;	140:2,5,7,10,13,20, 24;141:11,15,17,20; 142:1,9,11;145:25; 146:24;147:2,7,9,12, 17,21,24;148:2,8,22; 149:2,4,7,12,18,22, 24;150:2,7,9,13,16, 19,23;151:2,7,15,18, 20,23;152:2,4,6,9,13, 21;153:3,10,22; 154:4,9,11,14;155:1, 4,8,11,16,19,22; 156:1,12;157:4,9,12, 15,18 next (22) 14:20;28:25;38:23; 44:12;65:10;66:25; 67:4;69:22;80:25; 96:18;99:23;120:1; 121:1;122:18;128:1; 129:7;130:7;136:23; 137:7;147:19;	32:2;48:2 notes (1) 11:22 notice (1) 138:20 noticed (2) 49:9;80:19 number (14) 9:8,13;14:2;22:6; 47:18;65:3;81:14; 83:11;90:19;92:22; 108:9;126:17; 146:13;151:8 numbers (25) 9:6;11:2;14:19; 55:5;62:22;69:25; 77:7,11;85:11,21; 88:12;90:14;92:17; 93:1;98:20;102:4,6, 16,23;105:17;108:2, 19,24;116:4,6 numerous (1)
5:22,24;6:1,8;18:6, 7,9,10;43:9,11,13,20; 57:14,15,17;117:18, 21,24;119:12,15,16, 18;120:9,11,12; 121:24;124:21; 125:1,2,5;127:2,3,8; 128:16,19;129:18,19, 21;130:13,16;133:14, 16,17;135:21,24,25; 137:22,25;139:8,18, 23,24;141:12,15; 147:3,6,7;148:23; 149:2;150:10,13; 151:24;152:2,4; 155:13,16;157:10 motivated (1) 19:2 Mount (1) 128:6 move (17) 6:13,16;19:15;	134:16 NASHVILLE (3) 122:16,23;124:15 NATIONAL (5) 147:15,22,23; 148:4,9 naught (1) 146:8 navigating (1) 66:10 NCATE (1) 153:24 near (1) 88:17 nearly (1) 88:5 neat (1) 114:13 necessarily (4) 34:9;76:18,18; 90:11 necessary (2) 56:22;73:6	143:14;144:19; 145:12;149:19; 156:17 newsletter (1) 79:1 NEWTON (350) 5:5,20;6:1,4,7,10, 12;7:12,19,23;8:6,12, 14,21;12:5,21;13:5,7; 15:5,7,9,11;16:3,5, 15,21,25;17:2,4,10, 14,16,21;18:2,10,13, 16,19;19:5,11,14; 20:2,7,9,12,15,21; 21:1,3,5,7,10,18; 29:11,23;32:4,23; 33:11,13;36:15; 37:23;39:12,19,24; 40:6,24;41:4;42:4, 21;43:1,13,16,19,25; 44:6,12,16;45:3,9,17; 46:4,12;47:1,24; 48:5;52:17;53:3,18,	$\begin{array}{c} 140:2,5,7,10,13,20,\\ 24;141:11,15,17,20;\\ 142:1,9,11;145:25;\\ 146:24;147:2,7,9,12,\\ 17,21,24;148:2,8,22;\\ 149:2,4,7,12,18,22,\\ 24;150:2,7,9,13,16,\\ 19,23;151:2,7,15,18,\\ 20,23;152:2,4,6,9,13,\\ 21;153:3,10,22;\\ 154:4,9,11,14;155:1,\\ 4,8,11,16,19,22;\\ 156:1,12;157:4,9,12,\\ 15,18\\ \textbf{next (22)}\\ 14:20;28:25;38:23;\\ 44:12;65:10;66:25;\\ 67:4;69:22;80:25;\\ 96:18;99:23;120:1;\\ 121:1;122:18;128:1;\\ 129:7;130:7;136:23;\\ 137:7;147:19;\\ 154:12,13\end{array}$	32:2;48:2 notes (1) 11:22 notice (1) 138:20 noticed (2) 49:9;80:19 number (14) 9:8,13;14:2;22:6; 47:18;65:3;81:14; 83:11;90:19;92:22; 108:9;126:17; 146:13;151:8 numbers (25) 9:6;11:2;14:19; 55:5;62:22;69:25; 77:7,11;85:11,21; 88:12;90:14;92:17; 93:1;98:20;102:4,6, 16,23;105:17;108:2, 19,24;116:4,6
5:22,24;6:1,8;18:6, 7,9,10;43:9,11,13,20; 57:14,15,17;117:18, 21,24;119:12,15,16, 18;120:9,11,12; 121:24;124:21; 125:1,2,5;127:2,3,8; 128:16,19;129:18,19, 21;130:13,16;133:14, 16,17;135:21,24,25; 137:22,25;139:8,18, 23,24;141:12,15; 147:3,6,7;148:23; 149:2;150:10,13; 151:24;152:2,4; 155:13,16;157:10 motivated (1) 19:2 Mount (1) 128:6 move (17) 6:13,16;19:15; 39:20;44:16;45:24;	134:16 NASHVILLE (3) 122:16,23;124:15 NATIONAL (5) 147:15,22,23; 148:4,9 naught (1) 146:8 navigating (1) 66:10 NCATE (1) 153:24 near (1) 88:17 nearly (1) 88:5 neat (1) 114:13 necessarily (4) 34:9;76:18,18; 90:11 necessary (2) 56:22;73:6 need (32)	143:14;144:19; 145:12;149:19; 156:17 newsletter (1) 79:1 NEWTON (350) 5:5,20;6:1,4,7,10, 12;7:12,19,23;8:6,12, 14,21;12:5,21;13:5,7; 15:5,7,9,11;16:3,5, 15,21,25;17:2,4,10, 14,16,21;18:2,10,13, 16,19;19:5,11,14; 20:2,7,9,12,15,21; 21:1,3,5,7,10,18; 29:11,23;32:4,23; 33:11,13;36:15; 37:23;39:12,19,24; 40:6,24;41:4;42:4, 21;43:1,13,16,19,25; 44:6,12,16;45:3,9,17; 46:4,12;47:1,24; 48:5;52:17;53:3,18, 22;54:5,9,12,16,19;	140:2,5,7,10,13,20, 24;141:11,15,17,20; 142:1,9,11;145:25; 146:24;147:2,7,9,12, 17,21,24;148:2,8,22; 149:2,4,7,12,18,22, 24;150:2,7,9,13,16, 19,23;151:2,7,15,18, 20,23;152:2,4,6,9,13, 21;153:3,10,22; 154:4,9,11,14;155:1, 4,8,11,16,19,22; 156:1,12;157:4,9,12, 15,18 next (22) 14:20;28:25;38:23; 44:12;65:10;66:25; 67:4;69:22;80:25; 96:18;99:23;120:1; 121:1;122:18;128:1; 129:7;130:7;136:23; 137:7;147:19; 154:12,13 nice (1)	32:2;48:2 notes (1) 11:22 notice (1) 138:20 noticed (2) 49:9;80:19 number (14) 9:8,13;14:2;22:6; 47:18;65:3;81:14; 83:11;90:19;92:22; 108:9;126:17; 146:13;151:8 numbers (25) 9:6;11:2;14:19; 55:5;62:22;69:25; 77:7,11;85:11,21; 88:12;90:14;92:17; 93:1;98:20;102:4,6, 16,23;105:17;108:2, 19,24;116:4,6 numerous (1) 64:15
5:22,24;6:1,8;18:6, 7,9,10;43:9,11,13,20; 57:14,15,17;117:18, 21,24;119:12,15,16, 18;120:9,11,12; 121:24;124:21; 125:1,2,5;127:2,3,8; 128:16,19;129:18,19, 21;130:13,16;133:14, 16,17;135:21,24,25; 137:22,25;139:8,18, 23,24;141:12,15; 147:3,6,7;148:23; 149:2;150:10,13; 151:24;152:2,4; 155:13,16;157:10 motivated (1) 19:2 Mount (1) 128:6 move (17) 6:13,16;19:15; 39:20;44:16;45:24; 46:9,22;56:3;118:16;	134:16 NASHVILLE (3) 122:16,23;124:15 NATIONAL (5) 147:15,22,23; 148:4,9 naught (1) 146:8 navigating (1) 66:10 NCATE (1) 153:24 near (1) 88:17 nearly (1) 88:5 neat (1) 114:13 necessarily (4) 34:9;76:18,18; 90:11 necessary (2) 56:22;73:6 need (32) 5:22;12:13;24:4,	143:14;144:19; 145:12;149:19; 156:17 newsletter (1) 79:1 NEWTON (350) 5:5,20;6:1,4,7,10, 12;7:12,19,23;8:6,12, 14,21;12:5,21;13:5,7; 15:5,7,9,11;16:3,5, 15,21,25;17:2,4,10, 14,16,21;18:2,10,13, 16,19;19:5,11,14; 20:2,7,9,12,15,21; 21:1,3,5,7,10,18; 29:11,23;32:4,23; 33:11,13;36:15; 37:23;39:12,19,24; 40:6,24;41:4;42:4, 21;43:1,13,16,19,25; 44:6,12,16;45:3,9,17; 46:4,12;47:1,24; 48:5;52:17;53:3,18, 22;54:5,9,12,16,19; 55:1;56:8,17;57:6,11,	140:2,5,7,10,13,20, 24;141:11,15,17,20; 142:1,9,11;145:25; 146:24;147:2,7,9,12, 17,21,24;148:2,8,22; 149:2,4,7,12,18,22, 24;150:2,7,9,13,16, 19,23;151:2,7,15,18, 20,23;152:2,4,6,9,13, 21;153:3,10,22; 154:4,9,11,14;155:1, 4,8,11,16,19,22; 156:1,12;157:4,9,12, 15,18 next (22) 14:20;28:25;38:23; 44:12;65:10;66:25; 67:4;69:22;80:25; 96:18;99:23;120:1; 121:1;122:18;128:1; 129:7;130:7;136:23; 137:7;147:19; 154:12,13 nice (1) 21:22	32:2;48:2 notes (1) 11:22 notice (1) 138:20 noticed (2) 49:9;80:19 number (14) 9:8,13;14:2;22:6; 47:18;65:3;81:14; 83:11;90:19;92:22; 108:9;126:17; 146:13;151:8 numbers (25) 9:6;11:2;14:19; 55:5;62:22;69:25; 77:7,11;85:11,21; 88:12;90:14;92:17; 93:1;98:20;102:4,6, 16,23;105:17;108:2, 19,24;116:4,6 numerous (1)
5:22,24;6:1,8;18:6, 7,9,10;43:9,11,13,20; 57:14,15,17;117:18, 21,24;119:12,15,16, 18;120:9,11,12; 121:24;124:21; 125:1,2,5;127:2,3,8; 128:16,19;129:18,19, 21;130:13,16;133:14, 16,17;135:21,24,25; 137:22,25;139:8,18, 23,24;141:12,15; 147:3,6,7;148:23; 149:2;150:10,13; 151:24;152:2,4; 155:13,16;157:10 motivated (1) 19:2 Mount (1) 128:6 move (17) 6:13,16;19:15; 39:20;44:16;45:24; 46:9,22;56:3;118:16; 121:25;125:3;	134:16 NASHVILLE (3) 122:16,23;124:15 NATIONAL (5) 147:15,22,23; 148:4,9 naught (1) 146:8 navigating (1) 66:10 NCATE (1) 153:24 near (1) 88:17 nearly (1) 88:5 neat (1) 114:13 necessarily (4) 34:9;76:18,18; 90:11 necessary (2) 56:22;73:6 need (32) 5:22;12:13;24:4, 25;36:12;46:22;	143:14;144:19; 145:12;149:19; 156:17 newsletter (1) 79:1 NEWTON (350) 5:5,20;6:1,4,7,10, 12;7:12,19,23;8:6,12, 14,21;12:5,21;13:5,7; 15:5,7,9,11;16:3,5, 15,21,25;17:2,4,10, 14,16,21;18:2,10,13, 16,19;19:5,11,14; 20:2,7,9,12,15,21; 21:1,3,5,7,10,18; 29:11,23;32:4,23; 33:11,13;36:15; 37:23;39:12,19,24; 40:6,24;41:4;42:4, 21;43:1,13,16,19,25; 44:6,12,16;45:3,9,17; 46:4,12;47:1,24; 48:5;52:17;53:3,18, 22;54:5,9,12,16,19; 55:1;56:8,17;57:6,11, 17,22;58:6,8,13,19;	140:2,5,7,10,13,20, 24;141:11,15,17,20; 142:1,9,11;145:25; 146:24;147:2,7,9,12, 17,21,24;148:2,8,22; 149:2,4,7,12,18,22, 24;150:2,7,9,13,16, 19,23;151:2,7,15,18, 20,23;152:2,4,6,9,13, 21;153:3,10,22; 154:4,9,11,14;155:1, 4,8,11,16,19,22; 156:1,12;157:4,9,12, 15,18 next (22) 14:20;28:25;38:23; 44:12;65:10;66:25; 67:4;69:22;80:25; 96:18;99:23;120:1; 121:1;122:18;128:1; 129:7;130:7;136:23; 137:7;147:19; 154:12,13 nice (1) 21:22 night (5)	32:2;48:2 notes (1) 11:22 notice (1) 138:20 noticed (2) 49:9;80:19 number (14) 9:8,13;14:2;22:6; 47:18;65:3;81:14; 83:11;90:19;92:22; 108:9;126:17; 146:13;151:8 numbers (25) 9:6;11:2;14:19; 55:5;62:22;69:25; 77:7,11;85:11,21; 88:12;90:14;92:17; 93:1;98:20;102:4,6, 16,23;105:17;108:2, 19,24;116:4,6 numerous (1) 64:15 O
5:22,24;6:1,8;18:6, 7,9,10;43:9,11,13,20; 57:14,15,17;117:18, 21,24;119:12,15,16, 18;120:9,11,12; 121:24;124:21; 125:1,2,5;127:2,3,8; 128:16,19;129:18,19, 21;130:13,16;133:14, 16,17;135:21,24,25; 137:22,25;139:8,18, 23,24;141:12,15; 147:3,6,7;148:23; 149:2;150:10,13; 151:24;152:2,4; 155:13,16;157:10 motivated (1) 19:2 Mount (1) 128:6 move (17) 6:13,16;19:15; 39:20;44:16;45:24; 46:9,22;56:3;118:16; 121:25;125:3; 137:24;141:13;	134:16 NASHVILLE (3) 122:16,23;124:15 NATIONAL (5) 147:15,22,23; 148:4,9 naught (1) 146:8 navigating (1) 66:10 NCATE (1) 153:24 near (1) 88:17 nearly (1) 88:5 neat (1) 114:13 necessarily (4) 34:9;76:18,18; 90:11 necessary (2) 56:22;73:6 need (32) 5:22;12:13;24:4, 25;36:12;46:22; 49:22;50:17;57:2;	143:14;144:19; 145:12;149:19; 156:17 newsletter (1) 79:1 NEWTON (350) 5:5,20;6:1,4,7,10, 12;7:12,19,23;8:6,12, 14,21;12:5,21;13:5,7; 15:5,7,9,11;16:3,5, 15,21,25;17:2,4,10, 14,16,21;18:2,10,13, 16,19;19:5,11,14; 20:2,7,9,12,15,21; 21:1,3,5,7,10,18; 29:11,23;32:4,23; 33:11,13;36:15; 37:23;39:12,19,24; 40:6,24;41:4;42:4, 21;43:1,13,16,19,25; 44:6,12,16;45:3,9,17; 46:4,12;47:1,24; 48:5;52:17;53:3,18, 22;54:5,9,12,16,19; 55:1;56:8,17;57:6,11, 17,22;58:6,8,13,19; 59:8,11;60:6,14,20;	140:2,5,7,10,13,20, 24;141:11,15,17,20; 142:1,9,11;145:25; 146:24;147:2,7,9,12, 17,21,24;148:2,8,22; 149:2,4,7,12,18,22, 24;150:2,7,9,13,16, 19,23;151:2,7,15,18, 20,23;152:2,4,6,9,13, 21;153:3,10,22; 154:4,9,11,14;155:1, 4,8,11,16,19,22; 156:1,12;157:4,9,12, 15,18 next (22) 14:20;28:25;38:23; 44:12;65:10;66:25; 67:4;69:22;80:25; 96:18;99:23;120:1; 121:1;122:18;128:1; 129:7;130:7;136:23; 137:7;147:19; 154:12,13 nice (1) 21:22 night (5) 96:19;98:7,10;	32:2;48:2 notes (1) 11:22 notice (1) 138:20 noticed (2) 49:9;80:19 number (14) 9:8,13;14:2;22:6; 47:18;65:3;81:14; 83:11;90:19;92:22; 108:9;126:17; 146:13;151:8 numbers (25) 9:6;11:2;14:19; 55:5;62:22;69:25; 77:7,11;85:11,21; 88:12;90:14;92:17; 93:1;98:20;102:4,6, 16,23;105:17;108:2, 19,24;116:4,6 numerous (1) 64:15 O obligation (1)
5:22,24;6:1,8;18:6, 7,9,10;43:9,11,13,20; 57:14,15,17;117:18, 21,24;119:12,15,16, 18;120:9,11,12; 121:24;124:21; 125:1,2,5;127:2,3,8; 128:16,19;129:18,19, 21;130:13,16;133:14, 16,17;135:21,24,25; 137:22,25;139:8,18, 23,24;141:12,15; 147:3,6,7;148:23; 149:2;150:10,13; 151:24;152:2,4; 155:13,16;157:10 motivated (1) 19:2 Mount (1) 128:6 move (17) 6:13,16;19:15; 39:20;44:16;45:24; 46:9,22;56:3;118:16; 121:25;125:3; 137:24;141:13; 148:25;157:11,12	134:16 NASHVILLE (3) 122:16,23;124:15 NATIONAL (5) 147:15,22,23; 148:4,9 naught (1) 146:8 navigating (1) 66:10 NCATE (1) 153:24 near (1) 88:7 nearly (1) 88:5 neat (1) 114:13 necessarily (4) 34:9;76:18,18; 90:11 necessary (2) 56:22;73:6 need (32) 5:22;12:13;24:4, 25;36:12;46:22; 49:22;50:17;57:2; 62:13;68:19,25;	143:14;144:19; 145:12;149:19; 156:17 newsletter (1) 79:1 NEWTON (350) 5:5,20;6:1,4,7,10, 12;7:12,19,23;8:6,12, 14,21;12:5,21;13:5,7; 15:5,7,9,11;16:3,5, 15,21,25;17:2,4,10, 14,16,21;18:2,10,13, 16,19;19:5,11,14; 20:2,7,9,12,15,21; 21:1,3,5,7,10,18; 29:11,23;32:4,23; 33:11,13;36:15; 37:23;39:12,19,24; 40:6,24;41:4;42:4, 21;43:1,13,16,19,25; 44:6,12,16;45:3,9,17; 46:4,12;47:1,24; 48:5;52:17;53:3,18, 22;54:5,9,12,16,19; 55:1;56:8,17;57:6,11, 17,22;58:6,8,13,19; 59:8,11;60:6,14,20; 66:1,4,8;67:17,19;	140:2,5,7,10,13,20, 24;141:11,15,17,20; 142:1,9,11;145:25; 146:24;147:2,7,9,12, 17,21,24;148:2,8,22; 149:2,4,7,12,18,22, 24;150:2,7,9,13,16, 19,23;151:2,7,15,18, 20,23;152:2,4,6,9,13, 21;153:3,10,22; 154:4,9,11,14;155:1, 4,8,11,16,19,22; 156:1,12;157:4,9,12, 15,18 next (22) 14:20;28:25;38:23; 44:12;65:10;66:25; 67:4;69:22;80:25; 96:18;99:23;120:1; 121:1;122:18;128:1; 129:7;130:7;136:23; 137:7;147:19; 154:12,13 nice (1) 21:22 night (5) 96:19;98:7,10; 110:21,23	32:2;48:2 notes (1) 11:22 notice (1) 138:20 noticed (2) 49:9;80:19 number (14) 9:8,13;14:2;22:6; 47:18;65:3;81:14; 83:11;90:19;92:22; 108:9;126:17; 146:13;151:8 numbers (25) 9:6;11:2;14:19; 55:5;62:22;69:25; 77:7,11;85:11,21; 88:12;90:14;92:17; 93:1;98:20;102:4,6, 16,23;105:17;108:2, 19,24;116:4,6 numerous (1) 64:15 O obligation (1) 146:16
5:22,24;6:1,8;18:6, 7,9,10;43:9,11,13,20; 57:14,15,17;117:18, 21,24;119:12,15,16, 18;120:9,11,12; 121:24;124:21; 125:1,2,5;127:2,3,8; 128:16,19;129:18,19, 21;130:13,16;133:14, 16,17;135:21,24,25; 137:22,25;139:8,18, 23,24;141:12,15; 147:3,6,7;148:23; 149:2;150:10,13; 151:24;152:2,4; 155:13,16;157:10 motivated (1) 19:2 Mount (1) 128:6 move (17) 6:13,16;19:15; 39:20;44:16;45:24; 46:9,22;56:3;118:16; 121:25;125:3; 137:24;141:13;	134:16 NASHVILLE (3) 122:16,23;124:15 NATIONAL (5) 147:15,22,23; 148:4,9 naught (1) 146:8 navigating (1) 66:10 NCATE (1) 153:24 near (1) 88:17 nearly (1) 88:5 neat (1) 114:13 necessarily (4) 34:9;76:18,18; 90:11 necessary (2) 56:22;73:6 need (32) 5:22;12:13;24:4, 25;36:12;46:22; 49:22;50:17;57:2;	143:14;144:19; 145:12;149:19; 156:17 newsletter (1) 79:1 NEWTON (350) 5:5,20;6:1,4,7,10, 12;7:12,19,23;8:6,12, 14,21;12:5,21;13:5,7; 15:5,7,9,11;16:3,5, 15,21,25;17:2,4,10, 14,16,21;18:2,10,13, 16,19;19:5,11,14; 20:2,7,9,12,15,21; 21:1,3,5,7,10,18; 29:11,23;32:4,23; 33:11,13;36:15; 37:23;39:12,19,24; 40:6,24;41:4;42:4, 21;43:1,13,16,19,25; 44:6,12,16;45:3,9,17; 46:4,12;47:1,24; 48:5;52:17;53:3,18, 22;54:5,9,12,16,19; 55:1;56:8,17;57:6,11, 17,22;58:6,8,13,19; 59:8,11;60:6,14,20;	140:2,5,7,10,13,20, 24;141:11,15,17,20; 142:1,9,11;145:25; 146:24;147:2,7,9,12, 17,21,24;148:2,8,22; 149:2,4,7,12,18,22, 24;150:2,7,9,13,16, 19,23;151:2,7,15,18, 20,23;152:2,4,6,9,13, 21;153:3,10,22; 154:4,9,11,14;155:1, 4,8,11,16,19,22; 156:1,12;157:4,9,12, 15,18 next (22) 14:20;28:25;38:23; 44:12;65:10;66:25; 67:4;69:22;80:25; 96:18;99:23;120:1; 121:1;122:18;128:1; 129:7;130:7;136:23; 137:7;147:19; 154:12,13 nice (1) 21:22 night (5) 96:19;98:7,10;	32:2;48:2 notes (1) 11:22 notice (1) 138:20 noticed (2) 49:9;80:19 number (14) 9:8,13;14:2;22:6; 47:18;65:3;81:14; 83:11;90:19;92:22; 108:9;126:17; 146:13;151:8 numbers (25) 9:6;11:2;14:19; 55:5;62:22;69:25; 77:7,11;85:11,21; 88:12;90:14;92:17; 93:1;98:20;102:4,6, 16,23;105:17;108:2, 19,24;116:4,6 numerous (1) 64:15 O obligation (1)

observational (1) 25:18 observations (2) 10:23:14:12 observing (4) 10:24;14:7,11; 36:11 obviously (1) 81:14 occasionally (1) 113:17 off (11) 33:4;43:6;45:23; 48:25:53:1:59:24; 80:24;101:3;102:23; 110:23;152:19 offer (6) 48:6;55:14;57:24; 67:22;93:10;104:6 offered (2) 67:21;104:17 offers (2) 79:15;104:5 office (15) 95:17;97:25;139:5, 9,13,14;140:19; 141:14;147:5; 148:24;149:1; 150:10;151:25; 155:15:156:6 often (2) 11:16:35:12 old (2)142:19:153:8 onboard (4) 27:5;39:12;51:14; 94:20 once (8) 34:13;71:18;81:8; 111:25;112:1,3; 139:13:144:22 one (116) 7:2,9;8:1;10:25; 11:8,10,20;15:11,18; 19:1;23:22;24:7; 26:3,4,13;27:12; 31:10,10,11,14; 32:13,20;33:19;35:5; 37:13,14;38:7,8;40:1, 16;41:16,25,25;53:6; 54:22:55:15:58:21; 60:5,7,8;61:17;63:14, 15,20,25,25;64:3; 68:9;71:8;73:4; 76:13;78:8,21;79:18; 80:3,20;81:6;83:11; 87:19;89:10;90:4; 91:4,4,7,10;92:14; 94:5;95:7,17;97:4; 99:1,23:100:8:101:3; 102:24,25;105:7,10, 13,15,20,20,23; 108:17,22,22;111:21;

116:21;118:9; 121:11:123:2: 126:23:128:13; 132:7,9,13,21; 133:11:136:15; 138:23;139:20; 143:15,16,18;145:14; 146:20;147:20,22; 148:1,3;153:4; 154:15;156:24,25; 157:19;158:25 one- (4) 24:13:68:19: 136:12:137:22 one-on- (1) 89:9 one-on-one (10) 67:23;68:3;69:2, 10;70:2;78:17;79:7; 89:12;93:11;94:2 one-on-ones (2) 78:15:81:15 one-page (1) 116:23 one-pagers (1) 59:23 ones (7) 10:18;11:21,21; 36:10;116:15;123:7, 9 one-sheet (1) 123:10 one-third (2) 33:17.22 one-to-one (2) 104:6.6 **ONE-YEAR** (2) 136:10;137:4 online (6) 68:23;70:5;88:21; 90:11;116:16;117:4 only (23) 9:15;23:7;24:21; 28:23;30:11;40:3; 45:24;46:22;56:1; 69:24;85:17;103:16; 105:9;106:9;112:8; 120:7;121:10; 138:11,20,23;141:2; 149:23;151:11 on-one (1) 68:20 open (10) 24:8;34:20;63:17; 64:18;65:25;95:18; 126:5;132:5,7,9 opened (1) 87:5 **OPEN-ENROLLMENT (2)** 131:16;132:3 opening (4) 24:23:26:2:30:12, 25

openings (2) 30:8.10 open-minded (1) 86:8 operate (1) 62:17 operating (2) 48:25;101:16 opportunities (1) 135:14 opportunity (10) 6:17;9:25;14:11; 26:16;29:4;36:19; 76:5;77:23;86:3; 135:16 opposed (24) 6:7;18:19;43:19; 57:22;118:5;119:23; 120:18;122:6;125:8; 127:14;129:1;130:4; 131:4;133:23;136:6; 138:6;140:5;141:20; 147:12;149:7;152:9; 155:22;156:23; 157:18 **OPPOSITION (1)** 157:19 ops (1) 59:19 option (7) 39:7.23:61:23; 63:6:77:24:113:25: 144:23 options (1) 102:19 order (1) 22:9 oriented (2) 134:23,23 original (1) 27:21 others (4) 10:24;11:16; 132:14;148:22 ours (3) 23:10;108:14; 109:18 ourselves (2) 26:1;96:14 out (71) 5:14;8:15;10:4,7, 12,19;26:9;27:14,25; 28:18;33:19;38:5; 39:9;41:5;42:1,17; 61:4,14;65:10;66:19; 68:9;72:21;74:22,23; 75:5;76:4;78:25; 80:4;83:14,20;85:15; 86:6,9;89:3,20;90:2; 92:19,20;93:13,24, 25:94:7.12.12:96:11: 98:9;100:19,24; 101:19,21;102:8;

104:10:107:14; 108:7:109:19: 110:15:112:16; 113:9,15,18,19; 117:2;138:21; 139:13,15;143:1; 145:9;146:2,16; 148:17:153:16 out-of-state (1) 149:21 outreach (2) 35:13;134:14 outside (6) 41:23;47:18;102:5; 105:3,6;108:16 over (41) 8:24;9:5;12:11; 22:16;23:18;25:16; 27:10;28:25;29:7; 34:15;41:13;44:2; 46:10;51:24;52:17; 55:1:60:18:77:13: 79:22;85:8;90:10; 93:7;94:9;96:4;97:5, 23;98:1;104:22,23; 112:19,19,25;114:22; 119:8;129:11,13; 132:24:136:18; 137:18;157:5,6 over-hiring (1) 102:17 overly (1) 102:25 oversight (1) 10:15 overstated (1) 113:10 overview (1) 60:11 overwhelmed (1) 17:9 overwhelmingly (1) 59:21 own (11) 14:8;28:7;53:12; 66:23;80:22;92:18; 108:15;112:4;115:2; 122:21;123:2 Ozarks (1) 10:18 Р P4 (1) 154:21 pace (2) 91:22,25 package (1) 115:3 packaged (1) 90:22 packet (1) 27:21

September 9, 2021

page (2)55:17;122:8 paid (5)11:8,9;14:18; 31:24:146:2 Pam (1) 106:20 pandemic (2) 8:23;10:7 Panel (2) 132:3;134:11 Panel's (1) 132:1 panic (1) 37:15 paper (4) 35:19,20;78:24; 149:16 para (2) 10:23;14:18 paraprofessional (4) 14:17;68:2;89:5; 94:5 paraprofessionals (2) 89:8;95:23 parent (6) 64:13;92:9,9,14; 93:19;110:13 parent-(1) 34:18 parent/(1) 110:9 parents (43) 25:21;34:22;35:11, 16,17;37:11;62:11; 63:2,5,18;64:5,21; 65:6,18;68:21,22; 71:14;75:1;77:24; 78:22;79:1,11,12,16, 19:82:19:83:10:84:4. 8.12:86:1:89:18: 92:21:93:15.24.25; 94:12,14,24;95:19; 111:16,25;113:13 parent-teacher (1) 34:19 PARIS (3) 122:10,22;124:6 part (25) 5:12;22:24;25:15; 28:25:29:5:37:8; 55:25;58:1;61:19; 68:7;73:4;76:8;77:5; 79:20;81:1;107:7; 118:20;128:2,3; 130:8;136:9;142:24; 143:1,6;151:8 participants (1) 146:21 participate (7) 22:1,9,17;24:11; 29:4;30:5;61:25 participating (5)

Min-U-Script®

12:24:101:11; 102:2,7;122:20 particular (3) 16:7;40:3;66:16 partner (2) 19:19:29:5 partnering (1) 13:9 partnership (3) 22:11;31:20;47:15 pass (2)18:20:54:24 passed (1) 139:1 passes (2) 6:8;43:20 passion (1) 82:8 passionate (1) 115:10 past (13) 9:1;15:13;23:21; 31:21;32:15;55:6; 62:7;83:13;90:8; 97:6,23;135:10; 153:18 path (2)29:22;41:21 pathway (2) 41:12:152:18 pathways (1) 42:12 pay(3)14:13:31:19: 126:14 paying (1) 146:17 PD (1) 27:12 Pearson (10) 102:11,19;103:4,7, 8,20,22;104:5,12,15 Pearson's (1) 101:20 peer-to-peer (1) 14:12 pending (12) 139:4,9;140:19; 141:13;142:7;147:4; 148:23,25;150:10; 151:25;155:14;156:6 people (19) 17:3;24:23;35:2; 46:20;48:15;50:1; 55:20;68:7;71:7; 76:4,9;79:24;91:15; 97:16;100:7;111:7; 112:8,13:148:3 people's (1) 58:9 per (3) 10:11:63:25; 108:17

percentages (1) 126:13 perfect (5) 24:21;26:9;30:11; 66:12:82:11 performing (1) 24:8period (3) 46:6;139:16; 145:23 permitted (1) 22:6 **PERRYVILLE (2)** 127:18;128:4 person (13) 14:3;30:13;39:20; 54:22;59:2;71:10; 92:18;93:20;104:11; 106:24;111:9;117:3; 132:16 personalize (1) 91:13 personnel (2) 27:2;104:12 perspective (1) 34:10 petition (2) 45:18,19 petitions (1) 44:25 Phase (5) 144:20.20.21.22.23 phenomenal (1) 96:10 Phillips (1) 51:2 phone (1) 83:19 phonemic (2) 107:18:109:14 phonological (2) 95:8:99:8 phrase (2) 146:10,13 pick (1) 96:23 picked (1) 53:25 picture (2) 83:1;100:25 **piece** (14) 25:15,23;69:7; 76:24;86:4;93:17; 95:9;99:9;107:17; 109:10;110:25; 112:14;156:16,25 pieces (1) 16:4 piggyback (1) 53:1 pilot (1) 154:13 **PINE (2)**

44:11,12 place (9) 10:13:11:7.11.15; 35:13;62:2;104:8; 146:22:151:22 placed (1) 26:11 placement (1) 34:2 plan (9) 95:12;100:17; 107:9,12;119:2; 129:20,23;130:20; 145:13 planning (2) 11:12;12:25 plans (5) 38:17;84:2,17; 96:13;131:12 plate (1) 12:20 platform (4) 62:2,4;64:12;87:1 play (1) 42:13 playing (1) 91:8 **PLC (5)** 11:3,4,4;12:24 please (3) 8:16:18:20:119:13 pleased (1) 111:19 plenty (1) 61:25 PLSB (2) 5:3,7 pm (5) 118:13,13;151:4,4; 157:22 **POC** (1) 101:11 **POCAHONTAS (3)** 122:15,23;124:14 point (22) 9:17;10:1;14:16, 19;41:5,25;42:1,14, 17;44:3;51:20;71:8, 13,20;76:11;77:12; 103:9;104:1,10; 111:2,4:145:9 points (2) 80:23;101:10 Police (2) 149:15;150:5 pool (1) 23:1 **pop** (2) 113:17,18 popping (1) 113:15 population (1) 134:25

position (12) 5:16.18:6:16:9:15: 13:15,16;14:23;24:8; 39:1.20.23:109:17 positions (4) 28:8;38:24;42:5,10 positive (2) 47:3:65:6 possibility (2) 10:2:39:10 possibly (1) 12:19 **Post (23)** 12:7,8;36:15,16; 48:8;53:1,6;66:6,7; 73:13,14,17,20,23, 25;74:3,18;83:24; 84:1,17,20;112:21,23 Post's (1) 12:22 potential (3) 12:19;62:14;71:15 **POTTSVILLE (2)** 127:21;128:5 poultry (2) 98:4,5 poverty (1) 144:15 powerful (2) 27:23:82:13 Power-Up (1) 81:4 POYEN (4) 120:24:121:5.9.19 PPTL (1) 152:19 practice (1) 28:4 preference (1) 143:18 pre-K (2) 154:19,23 PREMIER (5) 131:18;132:6; 133:3,14,18 prep (3) 24:3;135:8;154:2 preparation (3) 33:20;96:16; 153:12 pre-reqs (1) 73:4 presen- (1) 68:4 present (8) 7:1,10;8:11;19:25; 37:17;76:10;79:4; 106:25 presentation (10) 21:19;24:1;27:16, 22;30:3;32:25;33:15; 43:4;68:5;141:1 presenting (6)

September 9, 2021

41:10:60:1:72:6; 75:2:97:16:116:14 president (1) 46:1 pressure (1) 38:6 pretty (7) 32:9;70:8,23; 100:8;113:8;126:5; 135:5 previous (4) 24:1:53:19;88:21, 21 previously (1) 93:10 primary (1) 48:17 principal (20) 7:16;8:5;10:20; 31:3;35:2,22;59:13; 71:9;87:10;88:20; 106:24;107:4;111:3; 113:17;125:22,23; 141:25;143:17; 144:20;145:15 principal/administrator (1) 52:5 principals (3) 29:3;111:8;113:22 printed (1) 59:24 prior (2) 51:13:109:16 privileges (1) 7:2 probably (16) 15:12:23:7.8:24:5: 27:7;28:13;49:18,24; 54:17;63:10;99:2; 113:10:115:17; 117:17;134:16; 154:15 probationary (1) 157:2 problem (2) 21:10;71:6 problems (4) 42:20;64:19;70:4,6 procedure (1) 8:2 process (14) 11:3,4,7;13:14; 25:23;34:4;61:21; 100:12,18;101:13,18; 107:22;143:2;144:18 processes (2) 90:14;148:11 produces (1) 38:23 product (1) 83:14 productive (1) 62:25

Min-U-Script®

				September 9, 2021
professional (6)	provisional (1)	quantitative (1)	48:16;69:16;70:21;	receives (1)
11:18;12:11;13:2;	152:20	53:7	107:17;141:3,4	14:18
25:13;109:17;147:16	provisions (1)	query (1)	reading/literacy/writing (1)	reciprocity (1)
professor (3)	138:24	53:12	109:9	149:20
152:18;154:16;	Public (33)	quick (4)	ready (24)	recognize (2)
155:6	5:17;22:14;29:16;	58:23;76:2;84:1;	17:3,19,25;18:6;	70:17;131:11
program (53)	36:22;37:1;61:17;	99:1	22:23;23:2,25;24:4;	recognized (1)
14:9;15:20;16:6;	87:3;118:20;131:17;	quickly (6)	28:18;30:17;43:9;	70:18
22:2,10,13,24;23:21; 24:3,9,12;25:16;27:7,	132:4;133:13;135:9; 136:16;138:9,18,21;	20:25;35:13;36:4; 40:21;101:21;131:10	57:13;82:17;100:20; 121:23;128:16;	recollection (1) 145:15
20;28:1,12,23;29:2,7,	139:9,16;140:8,17;	quite (6)	129:17;130:12;	recommendation (1)
15;30:6;33:16;34:12;	141:23;142:6;147:4,	13:20;32:13;64:13;	135:21;138:12;	44:21
36:7,17,25;38:18;	14;149:9;151:5,25;	71:12;87:24;142:16	141:12;155:13;	recommended (3)
41:7;62:17;64:8;	152:11,15;155:24,25;	QUITMAN (2)	156:5;157:10	16:8;109:10;
68:8;72:13;73:5;	156:4,5	127:19;128:4	real (3)	136:19
77:6;78:22;79:15;	pull (8)	quiz (1)	23:5;28:5,15	recommends (1)
80:20;85:25;86:16;	26:12;78:14;80:11;	91:6	realistic (1)	45:2
99:4;103:1;107:5,23;	123:24,25;124:4;	R	28:4	record (1)
109:11;112:24; 113:5;122:21;	132:13;154:6 pulled (1)	Γ	reality (2) 79:24;96:14	134:12 recruiting (1)
123:14;134:22;	84:4	radar (1)	realize (3)	23:12
135:7;145:16;146:5,	pulling (2)	96:18	90:10;110:18;	Red (2)
7	50:21;94:20	raise (2)	112:10	62:3;92:3
programs (6)	purchase (1)	8:15;21:12	realized (2)	reduction (1)
15:14;16:23;135:4;	62:17	raising (1)	10:3;76:14	48:19
146:13;153:12;154:2	purchases (1)	64:21	realizes (1)	refer (1)
progress (7)	49:8	ran (1)	100:11	71:6
65:9,12,13,23;	purchasing (1)	126:10	really (58)	reference (1)
79:8;82:17;94:21	99:7	RANKIN (58)	10:14;12:17,23;	146:3
progressing (2) 91:23;92:5	purely (3) 84:3,18,19	6:3,4;12:21,22; 18:15,16;33:13,14;	13:2;19:3;20:25; 22:21;28:22;34:6,10,	references (2) 145:10,14
project (1)	purpose (2)	35:5;36:14;43:11,14;	24;35:25;38:3;40:21;	regard (1)
97:9	38:16;40:4	52:18;66:8,9,15;67:8,	43:7;48:1;51:21;	134:25
project-based (1)	push (1)	11;82:5,6;83:6,23;	52:22;60:10;61:2;	regarding (1)
134:22	74:9	96:5,6;97:2;98:16,	62:12,12,24;70:13;	41:9
promise (2)	pushing (1)	17;113:3,4,21;114:6,	71:23;72:2;78:12,13;	regards (1)
77:7,10	98:14	10,13,17,19;119:19,	79:11,13;80:11,16,	72:8
promised (1)	put (16)	20;121:25;122:1;	16,20;82:12;84:10;	Region (1)
85:21	11:14;38:6;54:14;	128:18,20;130:16,18,	89:11,12,23,23;	106:18
prompting (1) 66:17	77:24;85:24;86:14; 91:10;92:8;100:10,	19;138:2,3;139:23, 25;146:24;147:1,6,7;	90:14;91:2;96:21; 97:15;107:13;	regions (1) 88:11
PROPOSAL (2)	11,14,17,25;139:15;	150:15,16;152:3,4;	109:12,20;110:5;	regular (4)
44:14;48:16	143:1;152:17	157:11,13	117:3,10;134:23;	10:19;11:19;68:18;
protects (1)	puts (1)	rates (2)	138:23;142:19;	78:10
146:20	91:10	51:1,6	145:20;151:21;	reinforce (1)
proud (5)	putting (5)	rather (1)	154:17,18;156:22	91:12
45:11;54:13,20;	72:2;101:7;110:21;	38:13	realm (1)	related (1)
57:3,12	138:21;153:8	rating (1)	84:16	132:12
provide (5)	0	100:9	realtime (1)	relationship (3)
27:1;35:24;51:9; 72:18;89:9	Q	ratio (1)	83:20 real-world (1)	13:1;38:11;114:11 relationship-building (1)
provided (5)	QR (1)	126:15 reach (9)	53:8	113:11
59:23;102:20;	80:21	92:19;93:13,24,25;	reason (5)	relationships (6)
103:22,25;146:3	qualified (11)	94:7,12,12;104:10;	63:1,10;105:15,16;	79:21,25;80:14;
provider (5)	9:16,18;24:25;	145:19	138:21	82:25;83:4;114:7
88:22;101:16;	31:12;39:8,8;41:18;	reached (5)	reasoning (2)	relatively (2)
102:8;105:4,6	42:9;152:18;154:16;	39:9;68:9;80:4;	38:16;95:2	52:4;126:16
providers (1)	155:5	82:21;90:2	reasons (1)	RELEASE (14)
97:24	quality (14)	reaching (1)	10:6	138:9,18;139:9;
provides (3) 23:4;36:18;90:20	9:16,18;16:2;23:2, 13;26:7;38:21,24,25;	92:20 read (2)	reassuring (1) 74:22	140:8,16;141:23; 142:6;147:14;149:9;
providing (2)	78:1;85:17,18;	12:10;134:15	74:22 receive (2)	142:0;147:14;149:9; 150:10;151:5;
26:23;85:17	110:18;154:1	reading (6)	15:24;104:11	150:10,151:5, 152:11,14;155:24
	110,10,10 1.1		10.2 1,10 1.11	102.11,11,100.27

	1	T	1	September 9, 2021
released (2)	6:13	19;60:16,17;66:4,8;	ROTC (1)	151:1,9,10,10,16,19,
45:19;156:5	require (1)	67:10;69:17;70:20;	135:4	21;152:14,22;153:4,
releasing (1)	63:24	71:22;72:12;73:22,	route (3)	10,12,23;154:6,10,
147:4	required (2)	24;74:23;77:16;	102:12;154:16;	13,15;155:2,7,9,23
relish (1)	94:25;95:18	78:16,19;79:17;87:6;	155:6	Save (1)
57:10	research (1)	89:2;91:15;92:6,18;	routes (1)	11:9
relooked (1)	10:4	94:16;99:12,12,14,	153:16	saving (1)
16:16	researched (1)	20;102:4;104:16,21;	routine (1)	38:4
rely (1)	109:8	105:1,18,24,25;	101:10	saw (3)
23:23	Resources (2)	106:8,15;108:1,14,	Roy (1)	66:11;73:15;74:4
remain (1)	33:5;90:16	18;109:6;111:20;	59:3	saying (2)
22:20	respond (4)	114:25;118:6,12,15,	Roy's (1)	54:12;59:21
remainder (1)	20:25;27:19;91:6;	21;119:14;121:13,	76:11	scared (1)
30:22	92:6	17;124:3,4;125:24;	RTI (2)	83:1
remember (5)	responder (1)	126:25;127:15;	11:6,10	scenario (5)
51:17;94:11;	134:22	129:13;130:5;131:5,	rule (1)	26:9;30:11,23;
133:14;151:13;	RESPONDERS (5)	7,8,20;132:17;134:8;	143:3	39:2,4
152:16	131:19;132:8;	136:12;137:15,18;	rules (32)	schedule (4)
remembrance (1)	133:8,25;135:23	139:17,21;140:24;	22:4;126:4;138:9,	11:13,15;69:18;
90:24	response (3)	142:11;143:4;147:3;	13,18,21,22;139:19;	70:9
reminder (2)	145:16;154:20;	148:2;149:18;150:9,	140:8,10,18;141:2,9,	schedules (1)
131:24;156:7	156:14	19;151:24;155:11;	23;142:1,7,13,19,21;	70:11
remote (5)	responses (1)	156:1;157:4	143:14;144:19;	SCHOOL (102)
126:3,11,12,13,15	78:7	Riley (19)	145:9;147:14;148:9;	6:11;7:8,14;8:8;
removal (2)	responsible (1)	19:23;20:4,8,10,14,	149:9,17;151:5,8;	9:3,4,19;13:8;14:8,
45:1,2	96:12	16,19;21:16,23;	152:11;153:17;	12,23;19:13,15;
REMOVE (3)	rest (3)	29:10,12,14;32:18;	155:4;156:3	21:24;22:14,19,21;
44:14;48:16;57:18	88:7;115:24;	37:1,7;39:9;43:3;	run (1)	23:19;26:22;27:13;
removed (1)	156:21	44:1,9	40:20	30:19,22;31:25;
44:13	retaining (1)	RISE (4)	running (2)	44:11,14,24;45:15;
rep (1)	23:13	81:2,3,10;99:11	77:6;84:6	46:22;47:21;48:3,21;
103:4	retired (4)	River (18)	rural (6)	50:12;57:18;61:16,
repeat (1)	5:15;89:3,9;95:24	38:22;59:10;86:20,	50:9;73:3,3;98:3,6,	18;63:4,13;65:9,13;
8:15	reverse (1)	22;88:15;120:21;	15	66:23,25;67:4,5;
REPLACE (2)	63:10	127:16,17,18,19,20,	rush (1)	70:19;71:7,8,16;
5:3,8	reversed (1)	21,22,23,24,25;	123:3	75:9;80:22;87:3;
REPORT (8)	16:20	128:3,10	Russellville (1)	92:7;105:14;107:25;
58:12,15;65:23;	review (17)	RIVERCREST (5)	13:17	108:4;109:5;111:1,6,
66:9;113:4;117:20, 22:158:24	23:19,21;131:25,	119:25;120:2,6,7,	S	16;112:8;115:7;
22;158:24	25;133:15,15,16,18;	10	3	118:20;120:3;121:1;
REPORTERS (1) 48:2	135:21,22,24;136:1;	RIVERS (2)	aafa (2)	122:10,11,12,16;
46:2 REPORTER'S (1)	153:18,19,19,25; 156:10	127:16;128:4 Roberts' (1)	safe (3) 58:10;63:4;78:3	125:22;126:9,23; 128:10,20;129:8;
32:2	rewarding (1)	46:13	safeguards (2)	130:9;131:18;132:4,
reports (5)	92:13	rock (3)	103:12;104:8	6,6,14;133:3,14,18;
65:9,12,13;94:8;	92.15 RFP (4)	6:19;52:5,6	salary (3)	134:13;136:11,16;
112:6	143:1,2,6,14	Rogers' (1)	24:14,15;31:24	137:2,9,14;138:10,
representation (2)	Ridge (2)	54:21	same (14)	19;139:21;144:3,4;
113:16;135:10	59:14;106:19	role (10)	9:11;16:19;19:17;	145:17,17,18;154:4;
representative (2)	RIF (1)	24:24;25:6,7;	68:21;87:9,18;90:13,	155:25;156:5,15,20;
103:8;134:24	48:22	29:19;30:14;31:15;	13;91:5,19;115:1,3,	157:2
representatives (1)	right (123)	32:22;36:20;37:12;	11,21	Schools (33)
132:15	5:20;6:12,25;16:3,	92:22	Saracini (70)	5:17;26:3;29:16;
represented (1)	15;17:4,10,14,20;	roles (1)	5:6,9,9;6:9,10;	36:22;37:1;48:14;
84:18	18:3,4,10;19:9,14;	42:10	16:11,16,22;17:1,3,5,	61:4,7,9,14,17,18;
REQUEST (10)	20:2;21:5,8,12,18;	rolled (1)	11,15,20,22;41:8;	62:4;65:12,16;66:24;
5:2;6:11;19:13,16;	22:25;23:11;24:6;	83:14	42:11;142:1,4,4,10,	71:9;72:7,13;73:2,5;
21:25;27:21;44:11;	26:3;29:23;30:13;	rolling (1)	15,18;143:4,10,12,	75:7;107:19;116:17;
93:12;112:23;137:3	34:21;38:22;39:24,	101:21	22;144:11,13;145:3,	119:13;131:17;
requesting (6)	25;40:5,6;41:4;	room (2)	6,22;147:17,19,23,	132:4;133:13;
8:9;22:3,8;119:3;	42:16;43:9;44:8;	10:11;125:23	25;148:4,13,15,20;	134:14;135:5;
138:17;140:16	45:3;50:10,14;53:2,	rooms (1)	149:11,13,19,23;	136:18;155:25;156:4
requests (1)	15;56:17;58:8,13,17,	83:2	150:1,3,8,22,25;	school's (1)
	10,0011,0010,10,17,		,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	

19:23 16:5 Science (6) seems (1) 69:16:70:21; 107:17:156:18.19.20 sees (1) sciences (1) 135:11 select (1) scope (3) 88:6,10,12 Screencastifies (1) 16:7 64:15 sell (1) Screencastify (1) 64:8 seat (1) 88:23 seats (1) 62:8 second (41) 15:1 6:3;18:14,15;35:3; 36:25;43:15;57:16; 68:11;71:3;75:21; send (5) 76:10,20;88:5;97:20; 108:23:118:1: 119:19;120:13,14; 122:2;124:18;127:9, 10;128:22;129:24, sense (4) 25;130:22,23; 133:19;136:2;138:2; 140:1;141:16;147:8; sent (2) 149:3,4;150:15; 152:5:155:18; 157:14.15 secondary (7) 42:3,6:44:22; 104:14:110:5: 139:19:140:18 7:1 Seconded (22) serve (7) 6:4:18:16:43:16: 57:19:118:2:119:20: 120:15;122:3;125:5; 127:11:128:23; 130:1,21;133:20; 136:3:138:3:140:2; 141:17;147:9; 150:16;152:6;155:19 Secretary (25) 7:5;19:8;41:5; 42:5;47:2,25;50:23; 51:12,24;52:3,10,13, 15;60:24;91:8,9; 117:16,20;118:10; 124:25;128:14; set (11) 145:8,12;146:9; 150:20 section (2) 138:23;153:1 **SECTIONS (2)** 138:10,20 settle (2) seeing (4) 34:12;35:9;64:2; 71:12 seek (1) 87:7 27:11 seven (1) seemed (1) 95:9

several (12) 66:20 103:4 shaking (7) 23:24 selected (1) shall (2) 49:22 semester (10) share (6) 30:17.24:31:6.8: 34:17;36:25;38:5,8, 14,15 shared (4) semesters (1) 113:23 Senate (1) sheer (1) 156:8 88:10 shift (1) 44:7;100:9;103:6; 95:4 116:22;139:12 shoot (2) sending (1) 63:12 short (1) 46:6 28:5;97:8;114:15; shorten (1) 142:23 40:20 shot (1) 27:14;78:25 77:7 separate (1) show (2)156:23 separated (1) 156:22 74:4 seriously (1) showed (1) 27:9 showing (1) 24:20,24:30:13; 74:5 shown (1) 37:21;57:4;89:4; 108:6 92:3 Services (2) shows (1) 44:19;87:17 79:24 serving (1) side (15) 56:25 session (2) 69:20;139:2 sessions (11) 63:25;64:1;65:4; 74:6;94:22;95:10,14, 37:20 15;99:9;113:9; sides (1) 131:13 83:22 sign (1) 16:6;40:16;61:23; 89:22 62:7;71:25;73:5; signed (1) 80:3;91:11;94:1; 14:21 110:15;146:5 setting (3) 78:23;80:6;111:10 87:12,13 152:1 settles (1) similar (1) 116:23 simple (1) 36:3

23:17:32:21:48:11: 51:4:58:21,25:71:4; 102:15;118:22; 142:7;153:16;154:20 93:6:104:25: 114:24;129:16; 133:5;137:20;157:8 8:17;21:14 80:13;83:1;84:7, 14;87:2;90:4 27:13;64:7;87:17; 20:23;83:19 94:13:101:1 show-and-tell (1) 50:1;93:6,6; 104:25,25;114:24,24; 129:16,16;133:5,5; 137:20,20;157:8,8 side-by-side (1) significant (2) 52:20,24 SILENCE (3) 20:18:130:14;

simply (2) 27:16:89:21 sit (2) 65:19;68:22 sits (1) 72:25 situation (16) 19:17:23:8.9; 24:21,22;26:1,5; 34:23:37:22:38:20: 70:19;79:2;80:1; 100:19:104:6:116:3 situations (2) 71:17:84:7 six (5) 26:4;29:1;30:8; 81:14;89:7 sixth (1) 108:24 Size (17) 8:9;16:12;19:18; 22:4:40:2:62:10: 69:11;81:12,12;90:7: 102:20:103:14: 116:3,5;126:2,14; 156:22 sizes (1) 69:8 skip (3) 147:21,25;148:3 skipped (1) 104:19 slacking (1) 65:15 sleep (1) 115:17 slight (1) 60:11 slipping (1) 94:18 slots (4) 62:9,15:108:7,20 slow (1) 122:25 small (21) 26:24;48:11;68:3; 69:11,22,24;70:8,8; 78:11,14;79:6;80:11; 81:14;89:11;92:8; 94:2,2;95:22;105:14; 116:4;126:9 smaller (2) 81:13:88:12 smallest (1) 63:15 Smith (59) 19:20,24;21:25; 22:3,10,12,14;23:19, 24;25:10;27:2,10; 29:6,16,21:30:16; 31:22;32:19;36:22; 37:1,18;38:19;40:8, 21;41:22;54:16;

September 9, 2021

58:13,17,20:59:9,12; 60:10.16:61:18: 75:20,21:76:19: 77:13.17.18.21: 81:16;82:7,15;83:25; 84:5,19;85:1,3,13; 86:19,21;99:22; 106:17;116:25; 131:5,6,18;132:7 Smith's (2) 25:15;42:24 social-emotional (9) 79:20:82:9:83:5: 84:3,5,7,16;103:18, 21 socially (1) 10:8 software (2) 62:18;91:17 sold (3) 62:15;108:7,20 sole (1) 29:19 solve (1) 42:20 solves (1) 64:18 somebody (1) 65:21 someone (5) 20:10;41:20;104:4; 146:4:156:24 someone's (1) 5:14sometime (1) 142:16 sometimes (14) 7:9:34:8:36:11: 41:20;49:22;51:3; 64:10,12;72:24; 90:25;110:23;117:6; 143:23;144:2 somewhere (3) 92:2;99:2,13 soon (1) 7:11 sorry (10) 18:12;21:9;46:10, 11,14;68:1;109:1; 121:12,14;123:23 sort (1) 35:2 so-to- (1) 62:15 sought (1) 13:9 sound (2) 41:6;88:15 sounded (1) 97:8 sounds (1) 116:12 source (3)

72:19:91:20; 108:16 space (5) 87:21,24;89:24; 91:15:93:2 speak (9) 13:10;17:23;35:16; 62:16:73:25:82:10; 100:5;116:18;124:7 special (2) 82:8;111:11 specialist (3) 109:16;111:15; 137:5 specialists (3) 10:17;61:3;81:7 specific (5) 14:6;15:15;37:3; 132:12;141:3 specifically (6) 12:11;22:3,19; 33:3;73:14;128:12 spent (2) 14:3;32:14 spins (1) 72:25 split (1) 12:1 spoke (2) 13:20:95:5 spoken (1) 26:14 spot (1) 24:10 spot-on (1) 13:3 spots (1) 67:9 spread (1) 10:11 spreadsheets (1) 112:6 spring (7) 30:7;31:7;61:24; 62:20;74:23;108:11; 122:12 Springs (8) 122:22;124:11; 129:3,4,8,10,12,14 Springs' (2) 129:20,22 Spy (4) 74:5;80:19,19,23 staff (15) 27:4;30:12;32:14; 33:9;36:1;77:6,9; 85:22;88:19,24;89:6; 90:3;102:14;106:1,7 stakeholder (1) 156:7 stakeholders (1) 154:7stand (4)

7:4:27:25:45:16: 46:6 still (11) Standard (2) 137:3:152:20 standards (16) 16:2;22:7;81:3; 90:22;109:21; 115:14,16,19;136:10, 13,17;137:23; 147:16:155:24; 156:3,23 strain (1) standby (1) 8:1 standpoint (1) 86:5 83:18 start (14) 9:3;12:7;26:2; 43:7;62:1;65:9;83:4; 23:1100:7;107:8;112:19; stress (1) 143:25;153:19; 64:4 154:4;156:15 started (10) 9:19;29:15;48:24; 61:21:100:6:101:25: 39:7 107:9;109:5;115:5; 123:14 starting (4) 42:6;52:13;88:1; 115:7 State (17) 19:8;44:23;60:23; 86:7:87:3:90:22: 107:7,24;116:9; 119:2;131:24; 75:8 149:15;150:5; 153:18,18,19,25 stated (1) stuck (3) 50:11 statements (1) 12:23 states (2) 134:12:153:20 statewide (1) 82:11 status (2) 44:25;45:1 stay (4) 10:22;49:25;65:4; 76:14 stayed (1) 5:6 step (2) 24:5;28:18 step-by-step (1) 144:1 step-one (1) 24:15 stepped (4) 10:14;74:22,23; 75:5 stepping (2) 12:20;72:2 steps (1)

156:10 7:8;16:23;36:19; 38:24;73:25;77:25; 87:14:89:1:97:17; 105:3;147:17 stories (1) 56:13 straight (1) 152:20 48:25 stranded (1) strategies (1) 109:4 strengthen (1) strong (2) 22:11:114:7 stronger (1) struck (1) 148:17 structure (1) 31:20 struggle (2) 69:7:98:9 struggled (1) 61:10 struggles (1) struggling (3) 9:18;69:3;71:6 77:9;92:1,2 student (25) 11:24:13:11.12; 15:16;24:2;66:24; 67:22;70:17;72:15, 16;78:13,20;79:4,6,9; 84:2,9;91:21;92:18; 94:10;108:9;110:11; 126:18;134:25; 135:12 students (111) 8:24;9:2,2,6,7,22; 12:1;22:6;23:14; 35:11:37:11:39:4.7: 45:25;48:13;52:24; 53:4,9;61:5;62:6,15, 20,25;63:1,4,8,19,23, 24;64:5,21;65:17; 66:17,25;68:17,18; 69:3,9,12,15,22;70:5; 72:14;74:4,9;75:1; 77:23,25;78:16;79:2, 7:80:2,3,13,15:81:9: 82:20,25;83:2;85:7,8, 25:88:4,8,14:91:24; 92:3,6;93:15,20;95:6,

10,19:98:3,8,24; 99:16:103:1.2.12.22. 25:104:2,9,18; 106:13;107:16,18,24; 108:1,3;109:22; 111:14,20;112:9,25; 113:8,12,17;114:7; 115:20:116:8:117:9; 123:11,14;126:3,10, 11,13;135:2,15 students' (3) 80:12:93:11; 111:17 student-to-teacher (1) 126:15 stuff (2) 46:15;72:11 stuffing (1) 10:9 sub (4) 11:25;29:18;39:5, 16 subject (2) 67:12;146:9 subjects (1) 141:4 submit (1) 100:20 submitted (2) 121:3:137:3 success (8) 28:12:29:15:56:13: 57:10:63:22:74:25; 84:2.17 successful (12) 12:13;18:22;22:16; 23:18;28:2;29:20,22; 31:23:63:23:73:7: 74:12:85:25 summaries (1) 152:24 summative (1) 25:19 summer (2) 9:1,13 sums (1) 80:12 super (1) 136:22 superintendency (1) 105:8 superintendent (9) 7:17;19:22;21:21; 45:5,22;46:7;49:4; 113:18;125:11 super-nervous (1) 46:3 supplementing (1) 109:12 supplements (1) 90:20 supply (1) 81:10

September 9, 2021

support (31) 11:5.11.14.17: 12:10,18;18:25;25:8, 12;27:18;28:4;29:22; 33:24;36:13;43:5,23; 44:20;47:8,9;50:25; 51:9;67:25;72:1; 82:23;86:11;107:20, 25;109:20;111:1; 113:12:136:18 supported (2) 13:11:17:9 supportive (1) 34:23 supports (3) 10:13;82:11;98:23 supposed (2) 64:13,14 SUPT (4) 125:16,18,22; 126:8 sure (42) 7:8;15:22;17:18; 20:10;22:19;27:4; 30:12;40:12;46:14; 48:17,23;49:2,5; 64:13;69:15;70:25; 71:12;72:17;74:1,2; 81:8;85:3,16,22; 92:21,23;94:21; 98:13:103:12; 107:18:110:12: 112:7:115:18.22: 131:12:142:19.22: 143:14;144:4,6; 153:10;157:1 surprise (1) 65:23 surprising (1) 63:7 surrounding (1) 55:14 survey (6) 25:20;27:23;35:10, 12,18;36:3 Sutherland (7) 136:17,25;137:1, 10,12,14;138:8 Sutton (54) 13:5,6;18:9,11,12; 33:11,12;48:8,10; 49:9.12.14.20.22: 50:3,6,8,10,14,17,19, 21,23;51:11;52:2,9, 16;57:15,19;67:17, 18;82:3,4;114:20,21; 119:16,17;120:11,12; 121:10;125:2,4; 128:22,23;129:25; 130:1,22,24;146:1, 23;147:8,9;152:5,6 Suzy (1) 71:11

Min-U-Script®

	1			September 9, 2021
Swan (13)	12;12:2,10;13:12;	118:21;136:16,25	threw (1)	100:12,16
59:9;86:21,24,25;	14:1,21;15:14,24;	Tech (1)	72:14	toward (2)
93:3,14,23;96:25;	22:1,10;23:2;24:14,	13:17	throughout (6)	34:18;142:19
98:19;99:5,18;	15,19,19;25:4,7;26:7,	technical (1)	8:25;9:13;10:15;	towards (1)
105:11;116:6	13,14;27:21;29:8;	72:9	26:22;29:2;37:11	13:23
swear (4)	30:10;31:2,14,24;	technically (1)	tie (1)	town (2)
8:13,16;19:25;	32:6,10,11,19,20,22;	155:5	55:4	48:14;67:4
21:13	33:1,24;34:19,20;	technology (9)	tied (1)	track (3)
sweet (1)	36:5;37:8,16,21;39:8,	20:24;21:11;64:19,	42:15	94:17;101:14;
54:10	9;41:18;42:9;53:2;	23,24;90:1;101:12;	tier (1)	134:12
swing (1)	64:1,11;67:13;68:10;	103:10;112:12	11:10	tracking (1)
48:18	69:20;70:24;71:4;	Telco (1)	till (1)	53:3
switching (1)	77:11;80:2,5;84:22;	97:24	110:22	Tracy (3)
31:16	85:4,5,6;88:22;89:3,	telling (3)	Tim (1)	44:19;51:14;53:25
synchronous (3)	11;90:6,19;91:21;	36:8;62:11;87:10	131:22	traditional (2)
95:14;99:9;103:24	95:6,7,21,24,24;96:1;	tells (2)	times (4)	153:13;154:3
system (5)	102:11,18,20;103:7,	91:20;152:25	58:22;64:24;80:10;	traditionally (2)
91:3,10,11,23;	9,22;104:14;105:6,	ten (1)	95:2	34:25;134:15
101:18	14;108:17;109:2;	28:13	tired (1)	trained (1)
systemic (1)	116:4;156:20	tends (1)	74:7	70:21
11:6	teachers (89)	35:20	Title (1)	training (4)
Systems (1)	9:18;10:20;11:1,2;	tenth (1)	153:7	32:6,7;68:10;72:8
136:18	14:7;17:8;19:1,21;	109:2	Today (25)	transition (5)
	24:6,16;25:20;27:5,	tenured (1)	5:11;21:22,25;	34:17;36:21;37:4,
Τ	14,19;28:9,12;29:3;	12:2	27:16;46:2;47:20;	15;39:3
	30:4;31:17;32:16,17;	TERMS (8)	52:23;59:25;60:10;	transitioning (2)
TABLE (1)	33:8,17,22;34:3,4,7;	5:3,8;25:12;28:3;	65:11;66:10;72:7;	38:5,15
138:11	35:4,11;36:18;37:19;	36:12;87:17,19;	75:2;82:7;86:15;	translate (1)
tailor (1)	38:25;43:6,22;55:18;	88:12	100:5;106:10,25;	90:15
78:12	56:1,3;61:4,11;62:1,	testimonials (1)	116:13;117:2;	traveling (1)
talk (19)	18;68:12;70:21;71:2,	82:7	118:23;135:5;	37:24
13:18;14:8;35:12;	3;74:7;75:8;77:23;	testimony (3)	139:12;140:16;142:5	Treasurer/Bookkeeper (1)
37:4,19;59:20;69:10,	78:16;80:21;83:12;	8:17;21:13;42:7	toe (1)	45:7
12;80:7;83:1,11;	84:23;85:4;87:10;	texting (1)	25:5	tremendous (1)
93:16;97:22;110:22;	89:5,8,9,13,15,18,20,	101:4	to-face (1)	38:13
111:2,5;126:6;	25;90:15,17,18;92:8,	theirs (1)	87:25	Tri- (1)
153:17,20	25;93:15;94:5;98:23;	67:1	together (11)	106:17
talked (8)	103:25;108:18;	thereafter (1)	38:12;42:20;54:23;	tried (4)
14:5;63:19;65:10;	109:4,24;110:11,17,	54:2	59:18;61:13;72:3;	49:17;143:24;
72:13;91:17;114:2;	18,21;111:5,11,12,	thinking (9)	92:8;100:14,17;	144:1,19
134:17;152:24	15;113:12;115:10,15,	13:3;38:7;39:14,	101:7;154:7	tries (1)
talking (9)	15;126:16;154:22,23	19;63:9,11;98:8;	told (4)	51:8
14:7;35:7;42:1;	teaches (3)	115:7;143:3	6:14;68:4;89:14;	Tri-Region (5)
55:18;61:22;64:2;	85:4,5,6	third (4)	105:20	59:13;106:16;
116:6;146:1;153:11	Teaching (25) 8:9;11:24;13:12;	52:11,13;68:11;	took (3) 9:12;47:13;61:1	107:5;116:20;119:25
Tally (1)		108:23	, ,	trouble (4)
118:19 Tommer (2)	16:2;19:19;22:4,5;	thorough (1) 30:3	tools (1)	42:2,9;91:24;106:2
Tammy (3) 93:16;96:7;111:20	28:5,8,14;30:21; 40:2;41:11;61:5;	though (8)	92:25	true (1) 57:11
, ,		17:16;37:7;39:2;	top (2) 79:19;91:19	
task (2) 79:10;92:13	69:21,21,23;71:3;		·	truly (1)
,	90:1;91:1,1;92:15; 102:14;147:16;	84:17;94:11;95:6; 103:16;155:4	torch (1) 53:25	107:15 trust (1)
taught (1) 53:6	156:23	· · · · · · · · · · · · · · · · · · ·	total (3)	41:2
	team (34)	thought (6) 10:1;34:4;63:14;		
tax (1) 51:5	11:12;12:24;41:9;	96:23;100:16;107:13	85:9,11;108:18 totally (2)	truth (6) 8:18,18,18;21:14,
TEAC (1)	42:11;47:9;50:25;	thoughts (2)	67:2;90:7	14,15
153:24	51:8,14;52:21;54:21,	39:21;66:21	touch (2)	14,15 try (9)
teach (2)	21,24;56:19;58:1;	three (8)	101:15;145:8	86:9;92:1;94:8,12;
85:6;105:12	70:16;71:13;75:17;	17:7;80:15;89:8;	touched (1)	95:4;102:9;108:12;
	85:24;87:17;88:21;	106:18;107:6;110:3;	90:5	95:4;102:9;108:12; 110:2;147:25
teachable (1) 53:3	91:1,1;92:8;100:14,	114:1;152:22	touching (1)	trying (21)
teacher (88)	23;101:1,8,19,20;	three- (1)	94:9	8:2;9:23;12:18;
8:10;9:10,14;11:6,	103:11;105:4;	143:18	94.9 tough (2)	15:22;42:13;49:25;
0.10,7.10,14,11.0,	105.11,105.4,	173.10	wugn (2)	13.22,42.13,47.23,

September 9, 2021

55:11,12;56:5;61:11;	136:5;138:5;140:4;	uptick (1)	44:11	117:18
68:5,6;72:23,24;	141:19;147:11;	106:4	VI5 (1)	
74:8;82:19;85:15;	149:6;150:18;152:8;	use (7)	44:14	W
94:17;96:11,16,17	155:21;157:17	35:18;78:15;81:2,	VI6 (2)	
Tuesday (1)	unchartered (1)	5;105:3,5;109:25	58:12;60:8	w1 (1)
41:11	66:11	used (6)	via (2)	127:21
turn (2)	under (3)	35:17;40:3;41:16,	83:9;116:23	wait (3)
53:13;60:17	10:25;12:2;145:16	20;62:6;153:23	vibrate (1)	87:11;150:20,21
turn-around (1)	under-hiring (1)	uses (3)	101:3	waiver (38)
56:21	102:17	28:3;62:3;80:21	video (2)	8:9;10:2,5;11:23;
turnover (2)	unhappy (1)	using (12)	55:18;64:16	15:23;16:13;18:8,11,
32:13;33:7	148:3	35:17;39:13;41:17;	videos (1)	12;19:13,16,18;
tutoring (13)	Unit (1)	62:3;99:4;102:11;	80:22	21:25;22:3,8;27:21;
67:21,22;93:10,13,	131:23	108:16;109:9,15,25;	VII1 (1)	28:22,24;30:20;
16;94:1,2;96:1;	units (1)	112:4,4	118:14	38:14;40:3,19;41:17;
104:4,5;140:9,11,19	100:7	usually (1)	VII10 (1)	43:10,10,12,14;
tutors (2)	universal (1)	94:14	152:11	44:11,13;126:2,22;
68:9;141:3	33:24	utilize (3)	VII11 (1)	127:8;136:10,13;
TV (3)	universities (3)	24:7;35:18;49:3	155:24	137:3,4,23;156:25
55:23;79:24,25	13:10;17:23;68:10	utilized (1)	VII2 (1)	waivers (12)
two (47)	university (13)	49:6	131:16	16:19;41:14,15,19;
9:9;11:1,7;15:1;	16:6,18;17:17;	utilizing (1)	VII3 (1)	118:14,18;119:15,18;
17:7;23:18;24:20;	19:20;21:24;22:2,9,	48:24	136:10	123:8,13;124:21;
25:16;26:8,11,12;	12;23:24;25:10;27:2;		VII4 (1)	128:20
27:11;29:17,19;30:4,	29:6;30:15	V	138:9	Wally (1)
18;36:6;37:10,19;	unknown (1)		VII5 (1)	140:22
38:7,22,24;43:5,22;	74:23	VACANT (1)	140:8	Wal-Mart (1)
45:8;52:10;63:25;	unless (3)	5:3	VII6 (1)	50:16
74:15;81:2;97:3;	40:16;126:19,21	Valley (1)	141:23	watch (6)
99:22;105:9;108:23,	up (49)	38:23	VII7 (1)	55:17;72:24;79:3,
23;110:3;114:1;	5:6;8:2;9:22;	valuable (2)	147:14	23;80:22;103:17
119:1,1,13;121:11;	10:14;12:20;30:15,	68:15,15	VII8 (1)	watching (6)
127:16;128:3;132:5;	25;34:20;37:6;45:10;	value (1)	149:9	9:6,9;19:3;54:17;
133:13;153:7,9;	53:25;60:1;61:19;	113:10	VII9 (1)	103:7,8
156:23	62:14,21;63:15;64:6;	VAN (12)	151:5	waters (2)
type (10)	65:5;68:6;69:9;72:2;	19:13,15;21:21;	village (1)	66:11;74:23
25:1,2,3,5;35:18;	74:5,8;77:8;85:21;	22:10,23;24:14;	86:7	way (21)
41:7;42:18;72:9,10;	90:5;92:4;94:1,9;	25:24;26:2,4;37:3;	violating (1)	22:25;23:1;35:1;
148:6	96:19;98:7,10;	38:22;42:8	16:1	37:18;41:18,19;57:3;
typical (1)	100:25;102:6;108:2;	variables (1)	violation (1)	61:8;62:25;76:4,22;
78:23	110:15;111:11,23;	135:2	157:3	78:15;79:14;88:14;
typically (1)	113:6;114:8;116:18;	varied (1)	virtual (28)	98:21,22;100:24;
41:24	124:7;126:20;	62:9	61:6,20;63:17;	114:15;124:20;
	143:13,24;144:16;	various (1)	67:20;72:7,7,23;74:9,	151:17;154:18
U	145:1;147:19;148:5	58:22	11;77:24;82:13;87:9,	ways (3)
	update (3)	vendor (2)	22,24;88:1,3,5,20,22;	74:8;103:1;115:20
UA- (1)	59:17;78:25;86:15	142:20;143:20	90:9;96:14;98:2;	wealth (1)
30:15	updated (1)	VERNON-ENOLA (2)	105:23;107:5;	54:6
UA-Fort (2)	79:8	127:25;128:6	110:19;120:22;	Webb (5)
19:24;41:22	updates (3)	version (1)	126:3;128:11	44:18,19,19;45:5;
UALR (5)	58:23;79:1;96:8	156:10	virtually (1)	54:21
9:24;10:14;13:14,	updating (1)	versus (5)	105:12	week (9)
15,19	142:18	41:15,19;42:15;	vision (1)	9:19;41:8;62:22;
ultimately (1)	uphill (1)	83:12;157:2	94:4	65:9,10;101:15;
75:7	45:20	veteran (2)	visit (3)	111:25;112:1,3
unable (3)	upon (1)	32:10;71:2	44:6,7;60:18	weekly (4)
24:10;26:7;38:25	44:21	vetting (1)	visits (2)	11:4;12:24;104:2,3
UNANIMOUS (24)	upper (3)	16:23	10:21;14:10	weeks (7)
6:6;18:18;43:18;	9:13;11:10;91:2	VI1 (1)	VISTA (2)	17:7,7;47:11;
57:21;118:4;119:22;	ups (1)	5:2	127:17;128:4	65:14;85:14;94:9;
120:17;122:5;125:7;	85:14	VI2 (1)	vital (1)	103:16
127:13;128:25;	upswing (1)	6:11	92:22	Welcome (7)
130:3;131:3;133:22;	53:13	VI4 (1)	vote (1)	45:9;73:9;77:17;
	1	1	1	1

Min-U-Script®

	1			September 7, 2021
99:25;107:1;136:8,	90:3,3;97:9	wrong (2)	84:14;86:22;94:22;	150 (1)
24	WONDERVIEW (2)	102:3;139:20	95:18,19;101:13;	126:17
weren't (1)	127:24;128:5	102.3,137.20	106:20,23;113:24;	16 (2)
31:1	Woods (31)	Y	132:15;134:2	10:11;12:1
WEST (3)	15:9,10;37:23,24;		Zooms (1)	17-member (1)
122:14,23;124:13	57:6,8;73:12;82:2;	y'all (17)	113:20	102:1
what's (13)	93:5,6;104:24,25;	8:6;19:9;41:6;45:9,	115.20	17th (1)
39:14;44:4;60:11;	114:23,24;119:9,10;		1	132:2
72:10;86:16;94:15;	120:14;124:7,9;	11;55:6;57:25;58:3,	1	- 132.2 - 18 (1)
		10;75:25;86:14,18;	1 (4)	27:19
96:18;101:5;110:4;	125:3,5;129:15,16;	89:14;93:10;116:19;	1(4)	
111:22;112:2;	132:25;133:1,4,5;	130:25;131:14	60:8;144:20,21;	18th (1)
116:12,24	137:19,20;157:7,8	y'all's (1)	158:25	132:2
whenever (5)	word (2)	134:10	1:15 (2)	1-A5 (1)
9:14;79:22,23;	47:3;74:16	yard-saler (1)	118:11,12	22:7
80:23;103:4	words (3)	49:4	1:18 (1)	1st (5)
WHEREUPON (1)	23:6;27:24;146:7	year (65)	118:13	69:24;70:1,2;85:5;
60:8	work (56)	9:7,8;10:3,3;14:23;	1:45 (3)	110:6
Whitney (1)	6:18;7:5;10:15,16;	22:19,21,22,22;23:3;	118:8,10,11	
140:14	12:1,16;13:23;15:25;	24:17;25:25;26:10;	1:50 (1)	2
whole (12)	25:1,3,3,10;26:17;	28:19,23;30:4,7,19,	151:4	
8:18;21:14;26:24;	27:1;32:21;34:18;	22;31:25;38:13,18;	10 (9)	2 (2)
46:15;78:10;80:6;	37:20;38:11;39:3;	39:8;48:21;51:6;	33:9;91:8;108:17;	144:22;153:7
81:13;85:9;88:12;	42:19;43:7;45:12;	52:12,12,13;55:6;	112:10;122:18;	2.00 (1)
92:22;95:8;134:25	47:8,9,14,16;48:1;	61:10,21;63:13;	128:1,9,17,20	138:11
who's (8)	51:22;52:20,22;	68:11;71:3;75:9;	10-(1)	2:00 (1)
19:23;24:2;42:8;	54:13;56:19,19;	88:3,5;105:9;126:10,	150:23	151:3
59:3,4;74:5;86:21;	65:15;68:2,5;70:5;	10,11,23;132:6,6,8,	10:30 (1)	2:03 (1)
101:11	75:17;78:16;85:16;	10;136:13;137:7,9,9,	110:22	151:4
WHOSE (1)	86:14;89:24;93:1;	14,23;143:16,18,19;	10:53 (1)	2:09 (1)
5:3	94:14;95:4;99:16;	144:16;145:2;	32:3	157:22
who've (1)	100:22;101:19;	151:13;153:7,8;	100 (2)	20 (10)
126:12	107:21;111:8,9,13;	154:5,6,11,12,13	8:24;151:17	8:11;19:25;40:13;
wide (1)	113:5;117:11;	year-long (1)	100% (2)	50:16;81:12;85:7;
126:5	131:11;135:9	34:2	65:3;94:19	87:21;90:8;97:6,11
Wilbur (6)	worked (8)	years (37)	10-minute (1)	200 (3)
59:5;60:2;99:21,	45:22;51:13,15;	19:18;22:17;23:18;	151:2	9:5;108:1,5
23;100:3;118:25	85:15;101:1;103:15;	25:16;27:11;28:14,	131.2 11 (2)	
Williams (1)	107:13;144:7			2014 (1)
47:25		24,25;30:5;32:21;	44:21;102:2	145:23
	working (19)	33:2,9;40:8,18;	110% (1)	2017 (2)
willing (2)	7:7;26:21;32:17,	41:14;42:2,23;51:25;	88:8	5:19;148:17
25:1;111:13	21;33:21;35:21;	52:10;55:7;71:4;	12:30 (2)	2019 (4)
willingness (2)	41:12;42:11;54:23;	74:15;87:22;88:2;	118:7,13	22:15;42:23;44:21;
41:23;86:11	64:2;65:7,11;70:1;	89:25;90:8;97:6,12,	1240 (12)	48:21
win-win (1)	79:5,9;87:14;97:24;	24;105:9;144:9,17;	6:11,13;7:14;18:7;	2019-20 (1)
23:7	98:25;144:14	145:12;150:3;	19:13,16;40:19;	48:21
wise (1)	works (3)	152:22;153:9;154:20	41:14,17,19;44:11;	2021 (2)
46:24	24:9;89:17;109:20	year's (2)	118:14	132:2;139:1
wish (6)	world (7)	9:21;153:8	125 (1)	2022 (2)
7:12;43:21,22;	23:5;28:5;82:11;	yellow (1)	122:8	5:4,16
82:16;100:25;101:6	84:14;87:3,9,25	91:24	12th (1)	2023-2024 (1)
wishes (1)	Worley (7)	young (10)	88:2	132:5
18:21	125:12,13,16,18,	9:23;10:14;11:6,	13.00 (1)	2024 (1)
within (7)	22;126:8;127:15	24;32:14;33:7;68:7;	138:11	42:24
28:13;35:1,19;	worried (1)	105:7,8,8	14 (3)	204 (1)
36:20;100:15;	89:14	, ,	10:11;61:19;66:24	111:20
103:20;155:9	worry (1)	Z	144 (1)	20-point (1)
without (7)	88:24		85:13	42:14
10:2;16:1;47:14;	wow (1)	zeroes (1)	15 (3)	20s(1)
54:7;86:4,8;126:15	46:12	146:15	10:11,11;88:13	9:13
wonder (2)	wrap (1)	Zoom (22)	15% (1)	20-to-1 (1)
38:9;98:8	8:2	7:17,18;19:21;	126:11	108:25
wonderful (6)	written (2)	59:6,10;66:24;74:6,7,	120.11 15,000 (2)	21 (2)
12:15;81:6;82:16;	99:2,13	15;75:23;78:15;	88:4,17	61:17;107:25
12.13,01.0,02.10,	11.2,10	15,15.25,10.15,	00.7,17	01.17,107.23
-				

22 (2)	485 (5)	10:9	
61:16;110:7	88:8,14;94:11;	82% (1)	
22-23 (2)	98:8,24	65:2	
132:7,9	49 (1)	83 (1)	
25 (1)	9:2	62:22	
89:25	4-F (1)		_
250 (1)	137:3	9	
62:14	4th (8)		
25-to-1 (2)	9:7,10,21;26:6,12;	9 (1)	
108:25;109:1	37:13;39:1;85:6	151:8	
26 (1)	37.13,37.1,05.0	9th (1)	
9:7	5	88:1	
27th (1)		88.1	
149:15	5 (3)		
28 (2)			
	24:16;81:4;109:12		
10:9;89:25	50 (2)		
28,000 (1)	69:9,12 50/50 (1)		
88:6 20 (1)	50/50 (1)		
29 (1)	135:3		
10:9	50-to-1 (1)		
2nd (3)	102:22		
9:3;85:6;109:1	515 (1)		
2	126:9		
3	5-8 (1)		
- /->	104:17		
3 (3)	5th (4)		
102:22;144:22,23	9:20,21;85:6;		
30 (4)	154:22		
5:4;9:22;10:9;			
102:22	6		
300 (1)			
105:20	6:30 (1)		
30-day (1)	110:22		
139:15	(0/40)(1)		
	60/40 (1)		
31 (2)	135:3		
31 (2) 9:14,22	135:3 6-17-812 (1)		
31 (2) 9:14,22 319 (1)	135:3 6-17-812 (1) 22:5		
31 (2) 9:14,22	135:3 6-17-812 (1)		
31 (2) 9:14,22 319 (1)	135:3 6-17-812 (1) 22:5 67 (2) 102:3,4		
31 (2) 9:14,22 319 (1) 55:8 32 (3) 9:8,14;12:1	135:3 6-17-812 (1) 22:5 67 (2) 102:3,4 688 (1)		
31 (2) 9:14,22 319 (1) 55:8 32 (3)	135:3 6-17-812 (1) 22:5 67 (2) 102:3,4		
31 (2) 9:14,22 319 (1) 55:8 32 (3) 9:8,14;12:1	135:3 6-17-812 (1) 22:5 67 (2) 102:3,4 688 (1)		
31 (2) 9:14,22 319 (1) 55:8 32 (3) 9:8,14;12:1 33 (1)	135:3 6-17-812 (1) 22:5 67 (2) 102:3,4 688 (1) 156:14		
31 (2) 9:14,22 319 (1) 55:8 32 (3) 9:8,14;12:1 33 (1) 49:10 36 (1) 102:24	135:3 6-17-812 (1) 22:5 67 (2) 102:3,4 688 (1) 156:14 6th (7)		
31 (2) 9:14,22 319 (1) 55:8 32 (3) 9:8,14;12:1 33 (1) 49:10 36 (1) 102:24 37-to-1 (1)	135:3 6-17-812 (1) 22:5 67 (2) 102:3,4 688 (1) 156:14 6th (7) 39:1,15,20;81:4; 85:7;109:2;154:22		
31 (2) 9:14,22 319 (1) 55:8 32 (3) 9:8,14;12:1 33 (1) 49:10 36 (1) 102:24 37-to-1 (1) 102:24	135:3 6-17-812 (1) 22:5 67 (2) 102:3,4 688 (1) 156:14 6th (7) 39:1,15,20;81:4;		
31 (2) 9:14,22 319 (1) 55:8 32 (3) 9:8,14;12:1 33 (1) 49:10 36 (1) 102:24 37-to-1 (1) 102:24 3rd (2)	135:3 6-17-812 (1) 22:5 67 (2) 102:3,4 688 (1) 156:14 6th (7) 39:1,15,20;81:4; 85:7;109:2;154:22		
31 (2) 9:14,22 319 (1) 55:8 32 (3) 9:8,14;12:1 33 (1) 49:10 36 (1) 102:24 37-to-1 (1) 102:24	135:3 6-17-812 (1) 22:5 67 (2) 102:3,4 688 (1) 156:14 6th (7) 39:1,15,20;81:4; 85:7;109:2;154:22 7 7 (1)		
31 (2) 9:14,22 319 (1) 55:8 32 (3) 9:8,14;12:1 33 (1) 49:10 36 (1) 102:24 37-to-1 (1) 102:24 3rd (2) 85:5;109:1	135:3 6-17-812 (1) 22:5 67 (2) 102:3,4 688 (1) 156:14 6th (7) 39:1,15,20;81:4; 85:7;109:2;154:22 7		
31 (2) 9:14,22 319 (1) 55:8 32 (3) 9:8,14;12:1 33 (1) 49:10 36 (1) 102:24 37-to-1 (1) 102:24 3rd (2)	135:3 6-17-812 (1) 22:5 67 (2) 102:3,4 688 (1) 156:14 6th (7) 39:1,15,20;81:4; 85:7;109:2;154:22 7 7 (1)		
31 (2) 9:14,22 319 (1) 55:8 32 (3) 9:8,14;12:1 33 (1) 49:10 36 (1) 102:24 37-to-1 (1) 102:24 3rd (2) 85:5;109:1 4	135:3 6-17-812 (1) 22:5 67 (2) 102:3,4 688 (1) 156:14 6th (7) 39:1,15,20;81:4; 85:7;109:2;154:22 7 7 (1) 151:8 7-12 (1) 120:22		
31 (2) 9:14,22 319 (1) 55:8 32 (3) 9:8,14;12:1 33 (1) 49:10 36 (1) 102:24 37-to-1 (1) 102:24 3rd (2) 85:5;109:1	135:3 6-17-812 (1) 22:5 67 (2) 102:3,4 688 (1) 156:14 6th (7) 39:1,15,20;81:4; 85:7;109:2;154:22 7 7 (1) 151:8 7-12 (1)		
31 (2) 9:14,22 319 (1) 55:8 32 (3) 9:8,14;12:1 33 (1) 49:10 36 (1) 102:24 37-to-1 (1) 102:24 3rd (2) 85:5;109:1 4	135:3 6-17-812 (1) 22:5 67 (2) 102:3,4 688 (1) 156:14 6th (7) 39:1,15,20;81:4; 85:7;109:2;154:22 7 7 (1) 151:8 7-12 (1) 120:22		
31 (2) 9:14,22 319 (1) 55:8 32 (3) 9:8,14;12:1 33 (1) 49:10 36 (1) 102:24 37-to-1 (1) 102:24 3rd (2) 85:5;109:1 4 40 (1) 85:8 400 (2)	135:3 6-17-812 (1) 22:5 67 (2) 102:3,4 688 (1) 156:14 6th (7) 39:1,15,20;81:4; 85:7;109:2;154:22 7 7 (1) 151:8 7-12 (1) 120:22 72% (1) 27:20		
31 (2) 9:14,22 319 (1) 55:8 32 (3) 9:8,14;12:1 33 (1) 49:10 36 (1) 102:24 37-to-1 (1) 102:24 3rd (2) 85:5;109:1 4 40 (1) 85:8	135:3 6-17-812 (1) 22:5 67 (2) 102:3,4 688 (1) 156:14 6th (7) 39:1,15,20;81:4; 85:7;109:2;154:22 7 7 (1) 151:8 7-12 (1) 120:22 72% (1)		
31 (2) 9:14,22 319 (1) 55:8 32 (3) 9:8,14;12:1 33 (1) 49:10 36 (1) 102:24 37-to-1 (1) 102:24 3rd (2) 85:5;109:1 4 40 (1) 85:8 400 (2) 48:12;88:13 414 (1)	135:3 6-17-812 (1) 22:5 67 (2) 102:3,4 688 (1) 156:14 6th (7) 39:1,15,20;81:4; 85:7;109:2;154:22 7 7 (1) 151:8 7-12 (1) 120:22 72% (1) 27:20		
31 (2) 9:14,22 319 (1) 55:8 32 (3) 9:8,14;12:1 33 (1) 49:10 36 (1) 102:24 37-to-1 (1) 102:24 3rd (2) 85:5;109:1 4 40 (1) 85:8 400 (2) 48:12;88:13 414 (1) 156:18	135:3 6-17-812 (1) 22:5 67 (2) 102:3,4 688 (1) 156:14 6th (7) 39:1,15,20;81:4; 85:7;109:2;154:22 7 7 (1) 151:8 7-12 (1) 120:22 72% (1) 27:20		
31 (2) 9:14,22 319 (1) 55:8 32 (3) 9:8,14;12:1 33 (1) 49:10 36 (1) 102:24 37-to-1 (1) 102:24 3rd (2) 85:5;109:1 4 40 (1) 85:8 400 (2) 48:12;88:13 414 (1)	135:3 6-17-812 (1) 22:5 67 (2) 102:3,4 688 (1) 156:14 6th (7) 39:1,15,20;81:4; 85:7;109:2;154:22 7 7 (1) 151:8 7-12 (1) 120:22 72% (1) 27:20 8		
31 (2) 9:14,22 319 (1) 55:8 32 (3) 9:8,14;12:1 33 (1) 49:10 36 (1) 102:24 37-to-1 (1) 102:24 3rd (2) 85:5;109:1 4 40 (1) 85:8 400 (2) 48:12;88:13 414 (1) 156:18	135:3 6-17-812 (1) 22:5 67 (2) 102:3,4 688 (1) 156:14 6th (7) 39:1,15,20;81:4; 85:7;109:2;154:22 7 7 (1) 151:8 7-12 (1) 120:22 72% (1) 27:20 8 8% (1)		
31 (2) 9:14,22 319 (1) 55:8 32 (3) 9:8,14;12:1 33 (1) 49:10 36 (1) 102:24 37-to-1 (1) 102:24 37-to-1 (1) 102:24 3rd (2) 85:5;109:1 4 40 (1) 85:8 400 (2) 48:12;88:13 414 (1) 156:18 46 (1)	135:3 6-17-812 (1) 22:5 67 (2) 102:3,4 688 (1) 156:14 6th (7) 39:1,15,20;81:4; 85:7;109:2;154:22 7 7 (1) 151:8 7-12 (1) 120:22 72% (1) 27:20 8 8% (1) 126:12		
31 (2) 9:14,22 319 (1) 55:8 32 (3) 9:8,14;12:1 33 (1) 49:10 36 (1) 102:24 37-to-1 (1) 102:24 37-to-1 (1) 102:24 3rd (2) 85:5;109:1 4 40 (1) 85:8 400 (2) 48:12;88:13 414 (1) 156:18 46 (1) 95:6	135:3 6-17-812 (1) 22:5 67 (2) 102:3,4 688 (1) 156:14 6th (7) 39:1,15,20;81:4; 85:7;109:2;154:22 7 7 (1) 151:8 7-12 (1) 120:22 72% (1) 27:20 8 8% (1) 126:12 8:00 (2)		
31 (2) 9:14,22 319 (1) 55:8 32 (3) 9:8,14;12:1 33 (1) 49:10 36 (1) 102:24 37-to-1 (1) 102:24 3rd (2) 85:5;109:1 400 (1) 85:8 400 (2) 48:12;88:13 414 (1) 156:18 46 (1) 95:6 4-6 (1)	135:3 6-17-812 (1) 22:5 67 (2) 102:3,4 688 (1) 156:14 6th (7) 39:1,15,20;81:4; 85:7;109:2;154:22 7 7 (1) 151:8 7-12 (1) 120:22 72% (1) 27:20 8 8% (1) 126:12 8:00 (2) 69:19;95:13		
31 (2) 9:14,22 319 (1) 55:8 32 (3) 9:8,14;12:1 33 (1) 49:10 36 (1) 102:24 37-to-1 (1) 102:24 3rd (2) 85:5;109:1 4 40 (1) 85:8 400 (2) 48:12;88:13 414 (1) 156:18 46 (1) 95:6 4-6 (1) 63:8	135:3 6-17-812 (1) 22:5 67 (2) 102:3,4 688 (1) 156:14 6th (7) 39:1,15,20;81:4; 85:7;109:2;154:22 7 7 (1) 151:8 7-12 (1) 120:22 72% (1) 27:20 8 8% (1) 126:12 8:00 (2) 69:19;95:13 8:40 (4)		