

In The Matter Of:
*Department of Education
and Board of Education*

*In Re: First State Military Academy
May 7, 2013*

*Wilcox & Fetzer, Ltd.
1330 King Street
Wilmington, DE 19801
email: depos@wilfet.com, web: www.wilfet.com
phone: 302-655-0477, fax: 302-655-0497*



THE STATE OF DELAWARE
DEPARTMENT OF EDUCATION
and
BOARD OF EDUCATION

In re:)
)
FIRST STATE MILITARY ACADEMY)
CHARTER SCHOOL)
)

TRANSCRIPT OF PUBLIC HEARING

The Townsend Building
401 Federal Street
Dover, Delaware 19901
Tuesday, May 7, 2013
6:14 p.m.

HEARD BEFORE: JOHN CARWELL, JR.

APPEARANCES:

CATHERINE HICKEY, ESQ., Deputy Attorney
General - Counsel to the Hearing Officer

WILCOX & FETZER
1330 King Street, Wilmington, Delaware 19801
(302) 655-0477
www.wilfet.com



WILCOX & FETZER LTD
Registered Professional Reporters
(302) 655-0477
www.wilfet.com

1 MR. CARWELL: Good evening,
2 everyone. I declare this public hearing to be
3 open. My name is John Carwell, Jr. I am the
4 education associate of the Department of
5 Education, and I have been appointed by the
6 Secretary of Education to conduct this public
7 hearing.

8 The First State Military Academy
9 Charter School has filed an application for a new
10 charter, and as is required by law, this matter
11 was referred to the Charter School Accountability
12 Committee for investigation and report.

13 This joint public hearing is being
14 held by the Department of Education and the State
15 Board of Education to give the school an
16 opportunity to respond to the final report of the
17 Accountability Committee, which recommended that
18 the school's charter be approved with conditions,
19 and also to receive public comment.

20 I would like the record to reflect
21 that the notice of the time, date, and place of
22 today's public hearing was published in The News
23 Journal and the Delaware State News on April 22,
24 2013. In addition, notice was posted at the



1 Charter School Accountability Committee's
2 official place of business on the Department of
3 Education's official website, and on the State
4 public meeting calendar on the State's official
5 website on April 22, 2013. Further, the
6 applicant was personally notified of the time,
7 date, and place of today's hearing on April 23,
8 2013.

9 A court reporter is present so that
10 a record of this hearing can be made. It will be
11 necessary for each speaker to clearly identify
12 his or herself before beginning to speak, so that
13 the court reporter will be able to know who you
14 are. The record of this hearing will be provided
15 to the Secretary of Education and members of the
16 State Board of Education, together with any
17 written or electronic comments received at or
18 before this hearing, and we have received none
19 regarding this application.

20 We will proceed in the following
21 manner: First we will hear from any
22 representatives of the charter school who wish to
23 comment on the committee's final report. Then we
24 will take comments from anyone who else desires



1 to speak. And is there anyone else who desires
2 to speak who has not signed up yet? Okay.

3 All right. I'll intend to be as
4 liberal with time as possible, so at this point I
5 will accept comments from the charter school
6 representatives.

7 MR. KIDNER: Very well, thank you,
8 John. Good evening. My name is Scott Kidner,
9 K-i-d-n-e-r. I am the chair of the founding
10 board for First State Military Academy. Thank
11 you for this opportunity.

12 First let me acknowledge, I have a
13 number of board members with me this evening and
14 one with me, Andi Davis, who is going to talk a
15 little bit about this new tech model that we are
16 going to be replicating.

17 A couple of things I'd like to bring
18 maybe to the forefront. First, there were some
19 wonderful stories that were spoken here this
20 evening about these high schools that are coming
21 online, or hopefully will come online. What is
22 unique is they're all north. Ours is going to be
23 for folks downstate.

24 This is a school that will be here



1 in the Kent County area. That is our intention
2 and that is our drive; to offer choice and
3 opportunity here for the students, our cadets,
4 down in this part of the world, and give them an
5 opportunity, if you will.

6 I want to talk about, again, what
7 we're about. It is hard to enunciate in a stack
8 of 1000 pages to a charter application what we're
9 trying to accomplish here. And what we're trying
10 to accomplish is taking and bringing what DMA,
11 who we hope to replicate and bring it below the
12 ditch, if I -- can I use the ditch? It's --
13 sorry. Bring it below the canal.

14 To bring that sense of discipline,
15 that sense of self, that sense of responsibility,
16 that sense of service that we believe many
17 students, many cadets, are looking for here in
18 this part of the world.

19 We're going to couple this with,
20 again, one of those big picture things, but this
21 is project-based learning. This is new tech.
22 And Andi is going to make a few comments about
23 that when I turn it over to her.

24 We believe this is a very unique and



1 dynamic combination. We think that and believe
2 fundamentally that there is a need. And I guess
3 I really want to make a point here that this is
4 about choice. We are not here to create
5 problems, to create -- I don't know. Havoc is a
6 strong word, but certainly to create issue with
7 the standing JROTC programs that are in this
8 county. I see a number of them here, and I
9 anticipate that they will be providing some
10 comment. That is not our intention, to cause
11 them issue. Quite frankly, we think that it will
12 be quite healthy for not only our program, but
13 for theirs as well.

14 And I guess it is a sense that we're
15 offering choice. This is not for every student.
16 Our school is going to be for those students who
17 want to come. We are not going out and
18 soliciting, stealing, taking. It is, "Here's our
19 program, this is who we are, this is what we're
20 going to do. Do you want to be part of this?"
21 That's, I think, the message I'd like to impart
22 upon this hearing and to the members of the State
23 Board of Education. It is a new choice. It is a
24 new opportunity for folks below the canal, and we



1 are ready and willing and able to get it done.

2 One maybe last comment. We did
3 have, just received our final comments from the
4 Charter Accountability Committee. Thank you. We
5 will meet the suspense. We have a couple of
6 suspense dates for you all on responding to a few
7 more items. We will meet those, but having just
8 gotten them, it's going to take us a few moments
9 to respond.

10 With that, I'm going to ask one of
11 our founding board members to make a few comments
12 about the academy.

13 MS. DAVIS: Thank you, and thank you
14 for letting me be here. My name is Andi Davis.
15 I am a founding board member, and I am also a
16 teacher at a new tech school at Delaware New Tech
17 Academy which is housed in Seaford High School.

18 As a new tech teacher, I can attest
19 to what the new tech model does for schools.
20 PBL, project-based learning, allows students to
21 have hands-on experiences with their learning,
22 and new tech specifically intends to create a
23 workplace in the classroom which then prepares
24 students to go out into the workplace and feel



1 comfortable and be able to perform at a higher
2 level. New tech network as a whole is based in
3 trust, respect, and responsibility, and that is
4 where our mesh with the ROTC program really is a
5 wonderful fit.

6 Our students take personal
7 responsibility for their learning, and so,
8 they're able to reach a much deeper level of
9 learning. We also find that because so many of
10 the classes are inter-discipline, many of the
11 English classes are co-taught with another
12 academic subject, so the students are able to
13 apply their skills and the teachers are able to
14 constantly be learning from each other.

15 So a new tech school, really, is an
16 environment where everyone is learning. The
17 teachers are learning from each other, and the
18 students are seeing that modeled and they're
19 learning from each other and working together.

20 The new tech network also allows,
21 because of our one-to-one technology and because
22 we incorporate so much actual physical technology
23 into the classroom, we're able to create global
24 learners who are utilizing technology to reach



1 out to other new tech schools across the country
2 and throughout the world.

3 So it's really a very exciting place
4 to learn, and I think it specifically is a
5 terrific opportunity, because this will be the
6 first mesh of new tech and ROTC in the country,
7 and I think Delaware students really deserve the
8 opportunity for that.

9 MR. CARWELL: Thank you. Should I
10 go down the list, or would you like to -- okay.
11 I'll go down the list. I cannot read this
12 handwriting, but Charles?

13 MR. BALDWIN: Oh, that's mine.

14 MR. CARWELL: Okay. Mr. Baldwin.

15 MR. BALDWIN: Thank you,
16 Mr. Carwell. Nice to see you again. Good
17 evening, everyone. I'm Charles Baldwin. I'm the
18 president of the Charter School of Wilmington and
19 cofounder of the Delaware Military Academy. And
20 I commissioned all three Navy Junior ROTCs in the
21 state of Delaware, and I am here tonight in
22 support of the First State Military Academy.

23 And I just want to briefly just talk
24 about when we started the DMA that we were



1 required certainly to do market analysis and
2 those types of things. And depending upon the
3 numbers that are used, whoever's numbers you
4 believe, they say that 10 to 20 percent of all
5 high school graduates become involved or
6 associated with the military in some form.

7 So we used a low number on there.
8 We said let's low ball it, and we looked at the
9 18,000 graduates that we have every year out of
10 New Castle County, and we said, okay. That
11 translates into about 1800 students that are
12 probably going to associate with the military in
13 some form.

14 Of the 1800, at that time there were
15 only four other Junior ROTCs in New Castle
16 County, so they were only accommodating between
17 400 to 500 students and that left about 1300
18 left, and we were going to build a school of
19 about 500 students. So I said that's a pretty
20 good market out there for the kids.

21 Sure enough, when we opened the
22 school, we got that kind of response. We ended
23 up by our second year meeting our quota of 500
24 and some students, and they currently have 550



1 students at the Military Academy, turning away
2 about 200 to 300 per year.

3 And they still co-exist with the
4 ROTC units that are in New Castle County, and
5 there's one new one up -- well, not real new, but
6 relatively new since DMA, and that's the one at
7 William Penn High School. So they work very well
8 together.

9 Also, when we decided to build the
10 Military Academy, the vision and the thought was
11 that a certain type of student -- I found after
12 working in Junior ROTCs for ten years there was a
13 certain type of student that really flourished in
14 that environment. They flourished in that
15 structured type of discipline, where the Military
16 Academy was a little bit different in our regular
17 JROTCs, instead of wearing a uniform once a week
18 and going to class one hour a day, it's five days
19 a week, everybody's in uniforms, everybody is
20 doing military-type things, and the structure and
21 the discipline is also translated into all the
22 other classes, as well.

23 I just heard -- and I'm very proud
24 to announce this, since I don't have only two



1 minutes, the superintendent of the Naval Academy
2 told us that this year, for the first time, they
3 have one high school, the DMA, has four graduates
4 at the United States Naval Academy. They said
5 they've never done that before with one high
6 school in one year, all from one -- especially a
7 small state like Delaware.

8 So we're very excited and very proud
9 of all that, and I certainly wish Mr. Kidner
10 well, and the whole board well, and hopefully
11 this all works and something gets done down here
12 in Kent County.

13 And I would also like to beg your
14 forgiveness, in that I have activities back at
15 school and I really need go back. So when I'm
16 done speaking, with your permission, sir, I'll go
17 on back and carry on the plan of the day. But
18 thank you very much.

19 MR. CARWELL: Thank you,
20 Mr. Baldwin. Next we'll hear from Debbie
21 Doordan.

22 MS. DOORDAN: Good evening. My name
23 is Debbie Doordan and I'm the executive director
24 of Innovative Schools, a nonprofit school support



1 and charter management organization in
2 Wilmington, Delaware. I am speaking tonight in
3 support of the First State Military Academy, and
4 to clarify the level of support Innovative
5 Schools will provide as the charter management
6 organization.

7 In order to support the efforts of
8 the operating board of the First State Military
9 Academy Innovative Schools will dedicate the
10 equivalent of one full-time staff member solely
11 to the planning year activities. We are also
12 actively recruiting a school leader who will be
13 brought on board in July of 2013, and will be in
14 place for the entire planning year.

15 We have already started the process
16 of cross-training our current solutions staff,
17 and plan to bring on an additional staff member
18 to the team in March of 2014, in anticipation of
19 the fall opening.

20 The school leader and CMO will
21 report directly to the governing board at monthly
22 board meetings and report on the school's
23 financial health, academic standing, parent and
24 community involvement, and any other topics



1 relative to the school's success measures as
2 outlined in the school's charter and performance
3 agreement.

4 The board will be responsible for
5 evaluating the performance of the school leader
6 and the CMO, and will hold these individuals
7 accountable for the school's success. The board
8 will have the power to fire the school leader and
9 the CMO if the school is not meeting its
10 obligations.

11 Innovative Schools currently plans
12 to offer 85 hours of back office support per
13 month to each of the four new charter schools we
14 will support. This far exceeds the average 55
15 hours per month that are used by our current
16 clients. Given the size of the solutions team,
17 Innovative Schools will be able to flex the
18 additional hours of support as necessary to
19 ensure that the school's back office operations
20 are run in accordance with the State guidelines.

21 Innovative Schools has organized our
22 work to ensure that no detail is overlooked. We,
23 along with our national school design partner,
24 New Tech Network, stand ready to continue to



1 support the First State Military Academy board
2 through the planning year and into successful
3 school operations.

4 Thank you.

5 MR. CARWELL: Thank you. Next we'll
6 hear from Mr. John Murphy.

7 MAJOR MURPHY: John Murphy, I'm the
8 senior aerospace science instructor at Dover High
9 School junior ROTC program. We had some concerns
10 with the local Junior ROTCs, and I know that
11 Mr. Kidner said that they're hoping for a
12 competition with us, and we'll go for that.

13 One thing I'd like to point out is
14 when I asked some questions about it, I was told
15 to go ahead and look and see at the application,
16 and compare what's happening at DMA. And so,
17 that's what I did.

18 So I'd like the Board of Education
19 to consider these things: In New Castle County,
20 there were 29 high schools to choose from where
21 to go to school, with a population of over a half
22 a million people. There were four programs at
23 the time. One of those programs closed. It was
24 Newark High School Army ROTC program closed. And



1 I'm not saying that that program closed because
2 DMA opened. I'm just saying it did close. And
3 William Penn did open.

4 Below the canal, we have just over
5 162,000 people, with twelve high schools, and six
6 of them currently have Junior ROTC. So half the
7 high schools below the canal through Kent County
8 have Junior ROTC.

9 So, what I'm worried about is that
10 those schools will all be drawn from, with the
11 numbers that we have. Currently the Air Force
12 has cut our program by 20 percent in funding, and
13 they came out this year and told school districts
14 that any of the instructors that were on 12-month
15 contracts, that they would be cut to 10-month
16 contracts because that's all they could fulfill
17 with the budget.

18 It looks like they're not going to
19 be able to do that this year, but they will next
20 year, and the funding issue is a big deal,
21 especially for the Air Force programs. And the
22 word is that if our programs go below 100, we
23 will be closed.

24 Dover High School this year received



1 distinguished unit. Middletown High School,
2 distinguished unit, and Caesar Rodney High
3 School, outstanding unit. And that put both
4 Middletown and Dover High Schools in the top 20
5 percent of the 900 Air Force Junior ROTC
6 programs, and Caesar Rodney in the top 30
7 percent. So there's three of the schools that
8 will be impacted, should this other school come
9 about.

10 The other thing that concerns me,
11 when I looked at the Delaware Military Academy,
12 was the number of minorities that they had in
13 their program, and also the number of special ed
14 kids. And so, I contacted four of our high
15 schools down here to do a little comparison. And
16 DMA currently -- and has been somewhere around 3
17 to 4 percent special ed for the last two years.
18 They're under 2 percent special ed.

19 In my program at Dover High School,
20 we're 16 percent special education. Smyrna High
21 School is 20 percent special ed, Caesar Rodney is
22 19, and Middletown is 11 percent special
23 education. Those are the kids that are going to
24 lose out if our programs are closed. They're not



1 getting into First State Military Academy, if DMA
2 is our model.

3 The other thing is the minorities
4 that they have up north. I think the latest
5 thing I saw was 18 percent of the program at DMA
6 was minorities. At Dover High School it's 54
7 percent of our program are minority students; at
8 Smyrna it's 44 percent; Caesar Rodney is 44
9 percent; and Middletown is 44 percent.

10 So our concern is, at least for some
11 of us in the Junior ROTC program, with budget
12 cuts and all the other things that are going on,
13 that should our numbers fall below that 100 mark
14 and we close, there is a whole group of people
15 who will not go to that school, who will also not
16 have the opportunity of going through Junior
17 ROTC.

18 Our program is truly a program that
19 builds better citizens for America. I have been
20 doing Junior ROTC for 18 years, 12 at Dover High
21 School, and we've had thousands of students that
22 go through the program. And not all of them
23 graduate, and not all of -- through our program,
24 and not all of them stay in Junior ROTC. But we



1 see them, I see them all the time here in town,
2 and they tell us what they got out of our
3 program, and "I wish I had stayed. I wish I had
4 done this. But your program made me go on the
5 straight and narrow."

6 I can also tell you that our
7 graduating class, while it's not probably as good
8 as DMA's last year, from our school, we had 14
9 students in our senior class who graduated from
10 the program. Three went in the military, and all
11 the rest are currently in college, and not one
12 has dropped out yet.

13 So we're very successful, as well.
14 So we hope that the State Board of Education will
15 take those things into consideration. My
16 program's been at Dover High School for 39 years,
17 we start 40. We're the oldest program in the
18 state, and it would sure be a shame if our
19 program or any of the other Air Force programs or
20 programs in the state, with Appoquinimink being
21 an Army program, would close because of the
22 opening of this school.

23 Thank you.

24 MR. CARWELL: Thank you very much.



1 MAJOR MURPHY: Oh, I do have a
2 couple of things here, too. If I can -- we have
3 petitions here of almost 350 Kent County people
4 who would like to us keep our programs, and not
5 First State. And I have a letter here from a
6 teacher at Middletown High School in support of
7 the program.

8 MR. CARWELL: Thank you, sir.

9 MS. HICKEY: The petitions will be
10 Exhibit A.

11 MAJOR MURPHY: Oh, and --

12 MS. HICKEY: Okay.

13 MAJOR MURPHY: -- my stats.

14 MS. HICKEY: All right. Exhibit A
15 are the --

16 MAJOR MURPHY: And those all come
17 from the Department of Education website.

18 MS. HICKEY: Exhibit A are two
19 packets of petitions, Exhibit B is a letter, and
20 Exhibit C are the statistics.

21 (Exhibits A through C admitted into evidence)

22 MR. CARWELL: Thank you. Is there
23 anyone else who desires to speak?

24 MS. RAJOTTE: Can I say something?



1 MR. CARWELL: Yes.

2 MS. RAJOTTE: I'm a parent of --
3 Cynthia Rajotte, R-a-j-o-t-t-e.

4 MR. CARWELL: I'm sorry. Could you
5 sign in for me, please.

6 MS. RAJOTTE: Yeah, sure. I have
7 two students, one who graduated from Dover High
8 last year and completed three years of the ROTC
9 program. He did not do the fourth year, simply
10 because he didn't think that he was going to need
11 to. And he now is working his butt off and
12 wishes that he had stayed, done the things that
13 he needed to do to meet the requirements to do
14 the fourth year of the program. And he looks
15 back at Major Murphy and everything that he
16 learned, and realizes what a valued program that
17 the ROTC at Dover High School is. Not only Dover
18 High; caesar Rodney and Middletown, all of the
19 high schools that have ROTC programs below the
20 canal.

21 My daughter, she is a sophomore in
22 the program, and she has exceeded any expectation
23 that I ever had of her in the program. The other
24 night she received cadet of the quarter. She was



1 spot promoted to Second Lieutenant within the
2 program, and she is already looking at colleges
3 that hold ROTC programs, to participate in them
4 and then eventually go into the military.

5 I would hate to see -- no offense to
6 you guys -- but I would hate to see First State
7 Military Academy get their approval and see our
8 schools lose out; our kids that need this
9 program, that thrive on this program, that won't
10 get into your program, because of, you know, not
11 getting in on the -- you know, the -- however
12 you're going to do it, whether it's lottery -- my
13 son attempted DMA when we were living up in New
14 Castle. He didn't make the DMA list. I look
15 back now, I'm glad he didn't. He did exceedingly
16 well with Major Murphy and Dover High.

17 But our kids need these programs,
18 and I don't want to see them drop below 100,
19 where they're going to lose the funding. It's
20 possible that if they get their charter, my
21 daughter could be one of the last graduating
22 classes from Dover High that participates in the
23 ROTC program.

24 MR. CARWELL: Thank you. Is there



1 anyone who else desires to speak?

2 MS. THOMAS: May I?

3 MR. CARWELL: Please sign in. Thank
4 you.

5 MS. THOMAS: My name is Wendy
6 Thomas. Also the mother of two cadets at Dover
7 JROTC; the mother of the incoming Corps
8 Commander, Cody Jackson -- in the suit -- and the
9 mother of Staff Sergeant James Jackson in the
10 yellow shirt. And a booster for the AFJROTC.

11 Cody might be a candidate for their
12 program. Cody's not a scholastically challenged
13 student. James, on the other hand, is autistic.
14 James is one of those special ed students that
15 Major talked about. James wouldn't make it into
16 their program.

17 James thrives in Major's program.
18 James needs the direction that Major and Senior
19 Herriman give him. He needs the resources that's
20 available to him. He needs the daily study that
21 they give him. He can't be in a school like
22 that, and if he's left of his own accord, he
23 won't make it. If a program like that comes and
24 closes Dover High -- that's the only resource he



1 has. He can't go to -- he can, he can go to a
2 public school, and he's going to fall on his
3 face. And I hate to say that. He needs
4 resources to help him, and the resources are with
5 Dover High and with his AFJROTC program.

6 He may not make it into the
7 military, but it gives him means, it gives him
8 confidence, it gives him self-esteem, and it
9 helps him succeed. He's on the honor roll for
10 the first time in three years, and this is the
11 first time -- this is his -- he's in ninth grade,
12 so this is his first year in this program. And
13 he's got seven ribbons at the awards ceremony
14 this year.

15 JAMES JACKSON: And when I first --
16 before I became a freshman last year, I wanted to
17 view my options, but my first choice was ROTC,
18 because my brother's told me outstanding things
19 about it. And I went in not too sure about it.
20 And I'm in it now, and I don't regret picking
21 that decision, and I'm glad it's Dover High.

22 I'm glad my instructor is Major
23 Murphy and Senior Master Sergeant Herriman.
24 They're great people. I have great friends that



1 teach me a lot of things, teach me great lessons,
2 and I just have outstanding things to say about
3 the program.

4 MS. THOMAS: It would just be a
5 shame to not have options like this program for
6 special ed children like him.

7 MR. CARWELL: Thank you.

8 MS. HICKEY: Do we have his name?

9 MS. THOMAS: James Jackson. Do you
10 want me to sign in?

11 MS. HICKEY: Yes. Please sign in.

12 MR. CARWELL: Is there anyone else
13 who desires to speak?

14 MS. BEASLEY: I do.

15 MR. CARWELL: Sign in please.

16 MS. BEASLEY: My name is Dawn
17 Beasley. I am a mother of two cadets, as well,
18 at Dover High School. The program has been
19 wonderful. I have one graduating this year,
20 going off into the military about two weeks
21 after, three weeks after graduation.

22 My second child did not know what he
23 wanted to do, and because his brother was in the
24 program, he started out in the program. Now,



1 with the -- a school like yours, he wouldn't have
2 even wanted to apply, because he didn't know
3 anything -- this is what he wanted to do.

4 My son now has accelerated beyond my
5 dreams in what he wanted to do. He's got so many
6 expectations of wanting to be in the military,
7 and if this program is lost because we lose
8 numbers, those are the kids that are going to
9 lose out, because they don't know what they
10 wanted to do, if they wanted to have the
11 military. And I know that my son, because of
12 this program, is going to have an extraordinary
13 life.

14 MR. CARWELL: Thank you. Is there
15 anyone else who desires to speak regarding the
16 application? Sir, would you please sign in.

17 MR. HUTCHINS: Tyler Hutchins. I'm
18 the current special assistant for Dover High's
19 AFJROTC program. I just want to start off and
20 say, Mr. Kidner, it just sounds wonderful, the
21 idea, wonderful. I got a chance to write an
22 article in the paper. I noticed the Major had
23 told me that we would lose cadets, and to me it
24 would just hurt, so I wrote an article.



1 And I guess a week later -- I talked
2 about in the article that DMA never really came
3 to drill meets or any competitions that we had.
4 And they came. And they only got one trophy, and
5 it was a third place trophy. And they're
6 supposed to be a military school. They're
7 supposed to be as we say in Junior ROTC, war and
8 peace. But you know, I didn't see that.

9 I got to go to the informational
10 meeting that Mr. Kidner had, and I noticed he was
11 just talking about everything and it just sounded
12 like a big dream to me. And he had mentioned the
13 first Army/Navy football game, and you know, me,
14 I love football a lot, and it sounds amazing.
15 But I noticed when he mentioned sports, football
16 wasn't, you know, a sport that he mentioned. And
17 I know football is expensive, and it's going to
18 take time.

19 To me, it just seems like we just
20 don't need it. I'm sorry, but I just love this
21 program a lot, and I exceed at it, and I don't
22 want to leave and not come back and see my
23 instructors, and go back to Dover High School and
24 not see a Junior ROTC program. It would just



1 hurt, a lot. So, thank you.

2 MR. CARWELL: Thank you, sir.

3 MS. HICKEY: Mr. Hutchins, could you
4 sign in?

5 MR. HUTCHINS: Sorry.

6 MR. CARWELL: Is there anyone else
7 who desires to speak? Sign in, please.

8 MR. ROSSITER: My name is Nick
9 Rossiter, R-o-s-s-i-t-e-r. I'm speaking as a
10 parent of a former ROTC student and as a current
11 teacher at Delaware New Tech Academy.

12 I just -- hearing the different
13 sides this evening, I felt that I should say
14 something. The ROTC program is wonderful,
15 there's no doubt about that, just from my son who
16 went on to college and also participated in ROTC
17 in college level, also. So I know the wonderful
18 benefit, many, many wonderful benefits. And from
19 a teaching standpoint, this is our second year
20 with DNTA and having a lot of our students in our
21 ROTC program, and the two go hand in hand.
22 Discipline goes with the new tech program.

23 And there is a decided difference
24 between day one, when a ninth grade student comes



1 into my class, and at the end of that year. The
2 level of enthusiasm, the skills they've acquired,
3 the leadership abilities. Many of the students
4 go on not just in ROTC but throughout the rest of
5 the building, in the things that they help create
6 at our school.

7 And I guess I just wanted to add
8 that to me, it's not an apples and apples thing.
9 I think it's an apple and orange. This school,
10 to me, offers something totally different. I do
11 agree with his standpoint that there's something
12 that is needed in southern Delaware, and that is
13 a part of the solution and I can't wait till it
14 gets opened.

15 And I do not think that there is
16 only a limited number of, you know, participating
17 students in our population. I've lived in
18 Delaware for over 20 years, and like he said,
19 there's eight -- I think he said there's eight
20 throughout the whole -- two different counties.
21 So there's plenty of room for an appropriate
22 program like this.

23 MR. CARWELL: Thank you, sir.

24 MR. ROSSITER: Thank you.



1 MR. CARWELL: Is there anyone else
2 who desires to speak? Okay. There being none, I
3 want to thank you all for participating today.
4 The Secretary will consider your comments in
5 deciding what to recommend or propose for the
6 consent of the State Board. This hearing is now
7 closed.

8 Thank you.

9 (Hearing concluded at 6:47 p.m.)

10
11
12
13
14
15
16
17
18
19
20
21
22
23
24



	I N D E X	
		PAGE
1		
2		
3	SPEAKER: Scott Kidner	4
4	SPEAKER: Andi Davis	7
5	SPEAKER: Charles Baldwin	9
6	SPEAKER: Debbie Doordan	12
7	SPEAKER: Major John Murphy	15
8	SPEAKER: Cynthia Rajotte	21
9	SPEAKER: Wendy Thomas	23
10	SPEAKER: James Jackson	24
11	SPEAKER: Dawn Beasley	25
12	SPEAKER: Tyler Hutchins	26
13	SPEAKER: Nick Rossiter	28
14		
15	CERTIFICATE OF REPORTER	32
16		
17		
18		
19		
20		
21		
22		
23		
24		



1 REPORTER'S CERTIFICATE
2

3 I, JULIANNE LaBADIA, Registered Diplomate
4 Reporter and Notary Public, do hereby certify that
5 the foregoing record, pages 2 through 30 inclusive,
6 is a true and accurate transcript of my
7 stenographic notes taken on May 7, 2013, in the
8 above-captioned matter.

9 IN WITNESS WHEREOF, I have hereunto set my
10 hand and seal this 9th day of May, 2013, at
11 Wilmington.
12
13

14 

15
16 Julianne LaBadia, RDR, CRR
17
18
19
20
21
22
23
24



A	AFJROTC (3) 23:10 24:5 26:19	around (1) 17:16 article (3) 26:22, 24 27:2	Board (18) 2:15 3:16 4:10,13 6:23 7:11,15	carry (1) 12:17 CARWELL (22)
abilities (1) 29:3 able (9) 3:13 7:1 8:1,8,12, 13,23 14:17 16:19	again (3) 5:6,20 9:16	assistant (1) 26:18	12:10 13:8,13, 21,22 14:4,7 15:1,18 19:14 30:6	2:1,3 9:9,14, 16 12:19 15:5 19:24 20:8,22 21:1,4 22:24 23:3 25:7,12, 15 26:14 28:2, 6 29:23 30:1
academic (2) 8:12 13:23	agree (1) 29:11	associate (2) 2:4 10:12	booster (1) 23:10	Castle (5) 10:10, 15 11:4 15:19 22:14
Academy (18) 2:8 4:10 7:12,17 9:19,22 11:1, 10,16 12:1,4 13:3,9 15:1 17:11 18:1 22:7 28:11	agreement (1) 14:3	associated (1) 10:6	both (1) 17:3	cause (1) 6:10
accelerated (1) 26:4	ahead (1) 15:15	attempted (1) 22:13	briefly (1) 9:23	ceremony (1) 24:13
accept (1) 4:5	Air (4) 16:11,21 17:5 19:19	attest (1) 7:18	bring (5) 4:17 5:11,13,14 13:17	certain (2) 11:11, 13
accommodating (1) 10:16	allows (2) 7:20 8:20	autistic (1) 23:13	bringing (1) 5:10	certainly (3) 6:6 10:1 12:9
accomplish (2) 5:9,10	almost (1) 20:3	available (1) 23:20	brother (1) 25:23	chair (1) 4:9
accord (1) 23:22	along (1) 14:23	average (1) 14:14	brother's (1) 24:18	challenged (1) 23:12
accordance (1) 14:20	amazing (1) 27:14	awards (1) 24:13	brought (1) 13:13	Charles (2) 9:12, 17
Accountability (4) 2:11,17 3:1 7:4	America (1) 18:19	away (1) 11:1	budget (2) 16:17 18:11	Charter (15) 2:9, 10,11,18 3:1, 22 4:5 5:8 7:4 9:18 13:1,5 14:2,13 22:20
accountable (1) 14:7	analysis (1) 10:1	B	build (2) 10:18 11:9	C
acknowledge (1) 4:12	Andi (3) 4:14 5:22 7:14	back (9) 12:14, 15,17 14:12, 19 21:15 22:15 27:22,23	building (1) 29:5	cadet (1) 21:24
acquired (1) 29:2	announce (1) 11:24	BALDWIN (5) 9:13,14,15, 17 12:20	builds (1) 18:19	cadets (5) 5:3,17 23:6 25:17 26:23
across (1) 9:1	anticipate (1) 6:9	ball (1) 10:8	business (1) 3:2	Caesar (5) 17:2, 6,21 18:8 21:18
actively (1) 13:12	anticipation (1) 13:18	based (1) 8:2	butt (1) 21:11	calendar (1) 3:4
activities (2) 12:14 13:11	apple (1) 29:9	BEASLEY (3) 25:14,16,17	came (3) 16:13 27:2,4	can (8) 3:10 5:12 7:18 19:6 20:2,24 24:1,1
actual (1) 8:22	apples (2) 29:8,8	became (1) 24:16	canal (5) 5:13 6:24 16:4,7 21:20	child (1) 25:22
add (1) 29:7	applicant (1) 3:6	become (1) 10:5	candidate (1) 23:11	children (1) 25:6
addition (1) 2:24	application (5) 2:9 3:19 5:8 15:15 26:16	begin (1) 12:13		choice (5) 5:2 6:4,15,23 24:17
additional (2) 13:17 14:18	apply (2) 8:13 26:2	beginning (1) 3:12		choose (1) 15:20
admitted (1) 20:21	appointed (1) 2:5	below (9) 5:11, 13 6:24 16:4, 7,22 18:13 21:19 22:18		citizens (1) 18:19
aerospace (1) 15:8	Appoquinimink (1) 19:20	benefit (1) 28:18		clarify (1) 13:4
	appropriate (1) 29:21	benefits (1) 28:18		class (4) 11:18 19:7,9 29:1
	approval (1) 22:7	better (1) 18:19		classes (4) 8:10, 11 11:22 22:22
	approved (1) 2:18	beyond (1) 26:4		classroom (2) 7:23 8:23
	April (3) 2:23 3:5,7	big (3) 5:20 16:20 27:12		clearly (1) 3:11
	area (1) 5:1	bit (2) 4:15 11:16		clients (1) 14:16
	Army (2) 15:24 19:21			close (3) 16:2 18:14 19:21
	Army/Navy (1) 27:13			

closed (6) 15:23, 24 16:1,23 17:24 30:7 closes (1) 23:24 CMO (3) 13:20 14:6,9 Cody (2) 23:8,11 Cody's (1) 23:12 co-exist (1) 11:3 cofounder (1) 9:19 college (3) 19:11 28:16,17 colleges (1) 22:2 combination (1) 6:1 comfortable (1) 8:1 coming (1) 4:20 Commander (1) 23:8 comment (4) 2:19 3:23 6:10 7:2 comments (7) 3:17,24 4:5 5:22 7:3,11 30:4 commissioned (1) 9:20 Committee (3) 2:12,17 7:4 Committee's (2) 3:1,23 community (1) 13:24 compare (1) 15:16 comparison (1) 17:15 competition (1) 15:12 competitions (1) 27:3 completed (1) 21:8 concern (1) 18:10 concerns (2) 15:9 17:10 concluded (1) 30:9	conditions (1) 2:18 conduct (1) 2:6 confidence (1) 24:8 consent (1) 30:6 consider (2) 15:19 30:4 consideration (1) 19:15 constantly (1) 8:14 contacted (1) 17:14 continue (1) 14:24 contracts (2) 16:15,16 Corps (1) 23:7 co-taught (1) 8:11 counties (1) 29:20 country (2) 9:1,6 County (9) 5:1 6:8 10:10,16 11:4 12:12 15:19 16:7 20:3 couple (4) 4:17 5:19 7:5 20:2 court (2) 3:9,13 create (6) 6:4,5, 6 7:22 8:23 29:5 cross-training (1) 13:16 current (4) 13:16 14:15 26:18 28:10 currently (6) 10:24 14:11 16:6,11 17:16 19:11 cut (2) 16:12,15 cuts (1) 18:12 Cynthia (1) 21:3	date (2) 2:21 3:7 dates (1) 7:6 daughter (2) 21:21 22:21 Davis (3) 4:14 7:13,14 Dawn (1) 25:16 day (3) 11:18 12:17 28:24 days (1) 11:18 deal (1) 16:20 Debbie (2) 12:20, 23 decided (2) 11:9 28:23 deciding (1) 30:5 decision (1) 24:21 declare (1) 2:2 dedicate (1) 13:9 deeper (1) 8:8 Delaware (11) 2:23 7:16 9:7, 19,21 12:7 13:2 17:11 28:11 29:12,18 Department (4) 2:4,14 3:2 20:17 depending (1) 10:2 deserve (1) 9:7 design (1) 14:23 desires (8) 3:24 4:1 20:23 23:1 25:13 26:15 28:7 30:2 detail (1) 14:22 difference (1) 28:23 different (4) 11:16 28:12 29:10,20 direction (1) 23:18 directly (1) 13:21 director (1) 12:23 discipline (4)	5:14 11:15, 21 28:22 distinguished (2) 17:1,2 districts (1) 16:13 ditch (2) 5:12,12 DMA (12) 5:10 9:24 11:6 12:3 15:16 16:2 17:16 18:1,5 22:13, 14 27:2 DMA's (1) 19:8 DNTA (1) 28:20 done (6) 7:1 12:5,11,16 19:4 21:12 Doordan (3) 12:21,22,23 doubt (1) 28:15 Dover (19) 15:8 16:24 17:4,19 18:6,20 19:16 21:7,17,17 22:16,22 23:6, 24 24:5,21 25:18 26:18 27:23 down (5) 5:4 9:10,11 12:11 17:15 downstate (1) 4:23 drawn (1) 16:10 dream (1) 27:12 dreams (1) 26:5 drill (1) 27:3 drive (1) 5:2 drop (1) 22:18 dropped (1) 19:12 dynamic (1) 6:1	2:4,5,6,14,15 3:15,16 6:23 15:18 17:20, 23 19:14 20:17 Education's (1) 3:3 efforts (1) 13:7 eight (2) 29:19, 19 electronic (1) 3:17 else (8) 3:24 4:1 20:23 23:1 25:12 26:15 28:6 30:1 end (1) 29:1 ended (1) 10:22 English (1) 8:11 enough (1) 10:21 ensure (2) 14:19, 22 enthusiasm (1) 29:2 entire (1) 13:14 enunciate (1) 5:7 environment (2) 8:16 11:14 equivalent (1) 13:10 especially (2) 12:6 16:21 evaluating (1) 14:5 even (1) 26:2 evening (7) 2:1 4:8,13,20 9:17 12:22 28:13 eventually (1) 22:4 everybody (1) 11:19 everybody's (1) 11:19 everyone (3) 2:2 8:16 9:17 evidence (1) 20:21 exceed (1) 27:21
	D		E	
	daily (1) 23:20		ed (6) 17:13,17, 18,21 23:14 25:6 education (13)	

<p>exceeded (1) 21:22</p> <p>exceedingly (1) 22:15</p> <p>exceeds (1) 14:14</p> <p>excited (1) 12:8</p> <p>exciting (1) 9:3</p> <p>executive (1) 12:23</p> <p>Exhibit (5) 20:10, 14,18,19,20</p> <p>Exhibits (1) 20:21</p> <p>expectation (1) 21:22</p> <p>expectations (1) 26:6</p> <p>expensive (1) 27:17</p> <p>experiences (1) 7:21</p> <p>extraordinary (1) 26:12</p>	<p>five (1) 11:18</p> <p>flex (1) 14:17</p> <p>flourished (2) 11:13,14</p> <p>folks (2) 4:23 6:24</p> <p>following (1) 3:20</p> <p>football (4) 27:13, 14,15,17</p> <p>Force (4) 16:11, 21 17:5 19:19</p> <p>forefront (1) 4:18</p> <p>forgiveness (1) 12:14</p> <p>form (2) 10:6,13</p> <p>former (1) 28:10</p> <p>found (1) 11:11</p> <p>founding (3) 4:9 7:11,15</p> <p>four (5) 10:15 12:3 14:13 15:22 17:14</p> <p>fourth (2) 21:9,14</p> <p>frankly (1) 6:11</p> <p>freshman (1) 24:16</p> <p>friends (1) 24:24</p> <p>fulfill (1) 16:16</p> <p>full-time (1) 13:10</p> <p>fundamentally (1) 6:2</p> <p>funding (3) 16:12, 20 22:19</p> <p>Further (1) 3:5</p>	<p>9:16 10:20 12:22 19:7</p> <p>governing (1) 13:21</p> <p>grade (2) 24:11 28:24</p> <p>graduate (1) 18:23</p> <p>graduated (2) 19:9 21:7</p> <p>graduates (3) 10:5,9 12:3</p> <p>graduating (3) 19:7 22:21 25:19</p> <p>graduation (1) 25:21</p> <p>great (3) 24:24, 24 25:1</p> <p>group (1) 18:14</p> <p>guess (4) 6:2,14 27:1 29:7</p> <p>guidelines (1) 14:20</p> <p>guys (1) 22:6</p>	<p>10,14,18 6:22 28:12 30:6,9</p> <p>held (1) 2:14</p> <p>help (2) 24:4 29:5</p> <p>helps (1) 24:9</p> <p>Here's (1) 6:18</p> <p>Herriman (2) 23:19 24:23</p> <p>herself (1) 3:12</p> <p>HICKEY (7) 20:9, 12,14,18 25:8, 11 28:3</p> <p>high (33) 4:20 7:17 10:5 11:7 12:3,5 15:8,20,24 16:5,7,24 17:1,2,4,14, 19,20 18:6,20 19:16 20:6 21:7,17,18,19 22:16,22 23:24 24:5,21 25:18 27:23</p> <p>higher (1) 8:1</p> <p>High's (1) 26:18</p> <p>hold (2) 14:6 22:3</p> <p>honor (1) 24:9</p> <p>hope (2) 5:11 19:14</p> <p>hopefully (2) 4:21 12:10</p> <p>hoping (1) 15:11</p> <p>hour (1) 11:18</p> <p>hours (3) 14:12, 15,18</p> <p>housed (1) 7:17</p> <p>hurt (2) 26:24 28:1</p> <p>HUTCHINS (4) 26:17,17 28:3,5</p>	<p>identify (1) 3:11</p> <p>impacted (1) 17:8</p> <p>impart (1) 6:21</p> <p>incoming (1) 23:7</p> <p>incorporate (1) 8:22</p> <p>individuals (1) 14:6</p> <p>informational (1) 27:9</p> <p>Innovative (6) 12:24 13:4,9 14:11,17,21</p> <p>instead (1) 11:17</p> <p>instructor (2) 15:8 24:22</p> <p>instructors (2) 16:14 27:23</p> <p>intend (1) 4:3</p> <p>intends (1) 7:22</p> <p>intention (2) 5:1 6:10</p> <p>inter-discipline (1) 8:10</p> <p>into (14) 7:24 8:23 10:11 11:21 15:2 18:1 19:15 20:21 22:4,10 23:15 24:6 25:20 29:1</p> <p>investigation (1) 2:12</p> <p>involved (1) 10:5</p> <p>involvement (1) 13:24</p> <p>issue (3) 6:6,11 16:20</p> <p>items (1) 7:7</p>
F				
<p>face (1) 24:3</p> <p>fall (3) 13:19 18:13 24:2</p> <p>far (1) 14:14</p> <p>feel (1) 7:24</p> <p>felt (1) 28:13</p> <p>few (4) 5:22 7:6, 8,11</p> <p>filed (1) 2:9</p> <p>final (3) 2:16 3:23 7:3</p> <p>financial (1) 13:23</p> <p>find (1) 8:9</p> <p>fire (1) 14:8</p> <p>First (20) 2:8 3:21 4:10,12, 18 9:6,22 12:2 13:3,8 15:1 18:1 20:5 22:6 24:10,11,12, 15,17 27:13</p> <p>fit (1) 8:5</p>	<p style="text-align: center;">G</p> <p>game (1) 27:13</p> <p>gets (2) 12:11 29:14</p> <p>Given (1) 14:16</p> <p>gives (3) 24:7,7, 8</p> <p>glad (3) 22:15 24:21,22</p> <p>global (1) 8:23</p> <p>goes (1) 28:22</p> <p>Good (6) 2:1 4:8</p>	<p style="text-align: center;">H</p> <p>half (2) 15:21 16:6</p> <p>hand (3) 23:13 28:21,21</p> <p>hands-on (1) 7:21</p> <p>handwriting (1) 9:12</p> <p>happening (1) 15:16</p> <p>hard (1) 5:7</p> <p>hate (3) 22:5,6 24:3</p> <p>Havoc (1) 6:5</p> <p>health (1) 13:23</p> <p>healthy (1) 6:12</p> <p>hear (3) 3:21 12:20 15:6</p> <p>heard (1) 11:23</p> <p>hearing (12) 2:2, 7,13,22 3:7,</p>	<p>idea (1) 26:21</p>	<p style="text-align: center;">J</p> <p>Jackson (4) 23:8, 9 24:15 25:9</p> <p>James (8) 23:9, 13,14,15,17, 18 24:15 25:9</p> <p>John (4) 2:3 4:8</p>

<p>15:6,7 joint (1) 2:13 Journal (1) 2:23 Jr (1) 2:3 JROTC (2) 6:7 23:7 JROTCs (1) 11:17 July (1) 13:13 Junior (14) 9:20 10:15 11:12 15:9,10 16:6, 8 17:5 18:11, 16,20,24 27:7, 24</p>	<p>7:20,21 8:7,9, 14,16,17,19 least (1) 18:10 leave (1) 27:22 left (3) 10:17,18 23:22 lessons (1) 25:1 letter (2) 20:5,19 letting (1) 7:14 level (5) 8:2,8 13:4 28:17 29:2 liberal (1) 4:4 Lieutenant (1) 22:1 life (1) 26:13 limited (1) 29:16 list (3) 9:10,11 22:14 little (3) 4:15 11:16 17:15 lived (1) 29:17 living (1) 22:13 local (1) 15:10 look (2) 15:15 22:14 looked (2) 10:8 17:11 looking (2) 5:17 22:2 looks (2) 16:18 21:14 lose (6) 17:24 22:8,19 26:7, 9,23 lost (1) 26:7 lot (5) 25:1 27:14,21 28:1, 20 lottery (1) 22:12 love (2) 27:14,20 low (2) 10:7,8</p>	<p>23:15,18 24:22 26:22 Major's (1) 23:17 management (2) 13:1,5 manner (1) 3:21 many (8) 5:16, 17 8:9,10 26:5 28:18,18 29:3 March (1) 13:18 mark (1) 18:13 market (2) 10:1, 20 Master (1) 24:23 matter (1) 2:10 May (2) 23:2 24:6 maybe (2) 4:18 7:2 means (1) 24:7 measures (1) 14:1 meet (3) 7:5,7 21:13 meeting (4) 3:4 10:23 14:9 27:10 meetings (1) 13:22 meets (1) 27:3 member (3) 7:15 13:10,17 members (4) 3:15 4:13 6:22 7:11 mentioned (3) 27:12,15,16 mesh (2) 8:4 9:6 message (1) 6:21 Middletown (6) 17:1,4,22 18:9 20:6 21:18 might (1) 23:11 Military (22) 2:8 4:10 9:19,22 10:6,12 11:1, 10,15 13:3,8</p>	<p>15:1 17:11 18:1 19:10 22:4,7 24:7 25:20 26:6,11 27:6 military-type (1) 11:20 million (1) 15:22 mine (1) 9:13 minorities (3) 17:12 18:3,6 minority (1) 18:7 minutes (1) 12:1 model (3) 4:15 7:19 18:2 modeled (1) 8:18 moments (1) 7:8 month (2) 14:13, 15 monthly (1) 13:21 more (1) 7:7 mother (4) 23:6, 7,9 25:17 much (4) 8:8,22 12:18 19:24 Murphy (10) 15:6, 7,7 20:1,11, 13,16 21:15 22:16 24:23</p>	<p>19,20 24:3 network (3) 8:2, 20 14:24 new (27) 2:9 4:15 5:21 6:23,24 7:16, 16,18,19,22 8:2,15,20 9:1, 6 10:10,15 11:4,5,5,6 14:13,24 15:19 22:13 28:11,22 Newark (1) 15:24 News (2) 2:22,23 Next (3) 12:20 15:5 16:19 Nice (1) 9:16 Nick (1) 28:8 night (1) 21:24 ninth (2) 24:11 28:24 none (2) 3:18 30:2 nonprofit (1) 12:24 north (2) 4:22 18:4 notice (2) 2:21, 24 noticed (3) 26:22 27:10,15 notified (1) 3:6 number (6) 4:13 6:8 10:7 17:12,13 29:16 numbers (5) 10:3, 3 16:11 18:13 26:8</p>
K				
<p>keep (1) 20:4 Kent (4) 5:1 12:12 16:7 20:3 KIDNER (6) 4:7, 8 12:9 15:11 26:20 27:10 K-i-d-n-e-r (1) 4:9 kids (6) 10:20 17:14,23 22:8, 17 26:8 kind (1) 10:22</p>				
L				
<p>last (6) 7:2 17:17 19:8 21:8 22:21 24:16 later (1) 27:1 latest (1) 18:4 law (1) 2:10 leader (4) 13:12, 20 14:5,8 leadership (1) 29:3 learn (1) 9:4 learned (1) 21:16 learners (1) 8:24 learning (9) 5:21</p>				
	M			
	<p>MAJOR (11) 15:7 20:1,11,13,16 21:15 22:16</p>			
		N		
		<p>name (8) 2:3 4:8 7:14 12:22 23:5 25:8,16 28:8 narrow (1) 19:5 national (1) 14:23 Naval (2) 12:1,4 Navy (1) 9:20 necessary (2) 3:11 14:18 need (6) 6:2 12:15 21:10 22:8,17 27:20 needed (2) 21:13 29:12 needs (4) 23:18,</p>		
			O	
			<p>obligations (1) 14:10 off (3) 21:11 25:20 26:19 offense (1) 22:5 offer (2) 5:2</p>	

<p>23:19 24:4,4 respect (1) 8:3 respond (2) 2:16 7:9 responding (1) 7:6 response (1) 10:22 responsibility (3) 5:15 8:3,7 responsible (1) 14:4 rest (2) 19:11 29:4 ribbons (1) 24:13 right (2) 4:3 20:14 Rodney (5) 17:2, 6,21 18:8 21:18 roll (1) 24:9 room (1) 29:21 ROSSITER (3) 28:8,9 29:24 R-o-s-s-i-t-e-r (1) 28:9 ROTC (25) 8:4 9:6 11:4 15:9, 24 16:6,8 17:5 18:11,17, 20,24 21:8,17, 19 22:3,23 24:17 27:7,24 28:10,14,16, 21 29:4 ROTCs (4) 9:20 10:15 11:12 15:10 run (1) 14:20</p>	<p>7:16,17 8:15 9:18 10:5,18, 22 11:7 12:3, 6,15,24 13:12, 20 14:5,8,9, 23 15:3,9,21, 24 16:13,24 17:1,3,8,19, 21 18:6,15,21 19:8,16,22 20:6 21:17 23:21 24:2 25:18 26:1 27:6,23 29:6,9 schools (19) 4:20 7:19 9:1 12:24 13:5,9 14:11,13,17, 21 15:20 16:5, 7,10 17:4,7, 15 21:19 22:8 school's (6) 2:18 13:22 14:1,2, 7,19 science (1) 15:8 Scott (1) 4:8 Seaford (1) 7:17 second (4) 10:23 22:1 25:22 28:19 Secretary (3) 2:6 3:15 30:4 seeing (1) 8:18 seems (1) 27:19 self (1) 5:15 self-esteem (1) 24:8 senior (4) 15:8 19:9 23:18 24:23 sense (5) 5:14, 15,15,16 6:14 Sergeant (2) 23:9 24:23 service (1) 5:16 seven (1) 24:13 shame (2) 19:18 25:5</p>	<p>shirt (1) 23:10 sides (1) 28:13 sign (8) 21:5 23:3 25:10,11, 15 26:16 28:4, 7 signed (1) 4:2 simply (1) 21:9 six (1) 16:5 size (1) 14:16 skills (2) 8:13 29:2 small (1) 12:7 Smyrna (2) 17:20 18:8 solely (1) 13:10 soliciting (1) 6:18 solution (1) 29:13 solutions (2) 13:16 14:16 somewhere (1) 17:16 son (4) 22:13 26:4,11 28:15 sophomore (1) 21:21 sorry (4) 5:13 21:4 27:20 28:5 sounded (1) 27:11 sounds (2) 26:20 27:14 southern (1) 29:12 speak (9) 3:12 4:1,2 20:23 23:1 25:13 26:15 28:7 30:2 speaker (1) 3:11 speaking (3) 12:16 13:2 28:9 special (9) 17:13, 17,18,20,21, 22 23:14 25:6 26:18</p>	<p>specifically (2) 7:22 9:4 spoken (1) 4:19 sport (1) 27:16 sports (1) 27:15 spot (1) 22:1 stack (1) 5:7 staff (4) 13:10, 16,17 23:9 stand (1) 14:24 standing (2) 6:7 13:23 standpoint (2) 28:19 29:11 start (2) 19:17 26:19 started (3) 9:24 13:15 25:24 State (21) 2:8,14, 23 3:3,16 4:10 6:22 9:21,22 12:7 13:3,8 14:20 15:1 18:1 19:14,18,20 20:5 22:6 30:6 States (1) 12:4 State's (1) 3:4 statistics (1) 20:20 stats (1) 20:13 stay (1) 18:24 stayed (2) 19:3 21:12 stealing (1) 6:18 still (1) 11:3 stories (1) 4:19 straight (1) 19:5 strong (1) 6:6 structure (1) 11:20 structured (1) 11:15 student (6) 6:15 11:11,13 23:13 28:10,24 students (22) 5:3, 17 6:16 7:20, 24 8:6,12,18</p>	<p>9:7 10:11,17, 19,24 11:1 18:7,21 19:9 21:7 23:14 28:20 29:3,17 study (1) 23:20 subject (1) 8:12 succeed (1) 24:9 success (2) 14:1, 7 successful (2) 15:2 19:13 suit (1) 23:8 superintendent (1) 12:1 support (10) 9:22 12:24 13:3,4, 7 14:12,14,18 15:1 20:6 supposed (2) 27:6,7 Sure (4) 10:21 19:18 21:6 24:19 suspense (2) 7:5, 6</p>
T				
S				<p>talk (3) 4:14 5:6 9:23 talked (2) 23:15 27:1 talking (1) 27:11 teach (2) 25:1,1 teacher (4) 7:16, 18 20:6 28:11 teachers (2) 8:13, 17 teaching (1) 28:19 team (2) 13:18 14:16 tech (15) 4:15 5:21 7:16,16, 18,19,22 8:2, 15,20 9:1,6 14:24 28:11,22</p>

<p>technology (3) 8:21,22,24 ten (1) 11:12 terrific (1) 9:5 theirs (1) 6:13 third (1) 27:5 THOMAS (5) 23:2,5,6 25:4, 9 thought (1) 11:10 thousands (1) 18:21 three (6) 9:20 17:7 19:10 21:8 24:10 25:21 thrive (1) 22:9 thrives (1) 23:17 throughout (3) 9:2 29:4,20 till (1) 29:13 today (1) 30:3 today's (2) 2:22 3:7 together (3) 3:16 8:19 11:8 told (5) 12:2 15:14 16:13 24:18 26:23 tonight (2) 9:21 13:2 top (2) 17:4,6 topics (1) 13:24 totally (1) 29:10 town (1) 19:1 translated (1) 11:21 translates (1) 10:11 trophy (2) 27:4,5 truly (1) 18:18 trust (1) 8:3 trying (2) 5:9,9 turn (1) 5:23 turning (1) 11:1 twelve (1) 16:5 two (9) 11:24 17:17 20:18</p>	<p>21:7 23:6 25:17,20 28:21 29:20 Tyler (1) 26:17 type (3) 11:11, 13,15 types (1) 10:2</p>	<p>whoever's (1) 10:3 whole (4) 8:2 12:10 18:14 29:20 William (2) 11:7 16:3 willing (1) 7:1 Wilmington (2) 9:18 13:2 wish (4) 3:22 12:9 19:3,3 wishes (1) 21:12 within (1) 22:1 wonderful (8) 4:19 8:5 25:19 26:20, 21 28:14,17,18 word (2) 6:6 16:22 work (2) 11:7 14:22 working (3) 8:19 11:12 21:11 workplace (2) 7:23,24 works (1) 12:11 world (3) 5:4,18 9:2 worried (1) 16:9 write (1) 26:21 written (1) 3:17 wrote (1) 26:24</p>	<p>yellow (1) 23:10</p>	<p>4 (1) 17:17 40 (1) 19:17 400 (1) 10:17 44 (3) 18:8,8,9</p>	
		<p>U</p>		<p>1</p>	
		<p>under (1) 17:18 uniform (1) 11:17 uniforms (1) 11:19 unique (2) 4:22 5:24 unit (3) 17:1,2,3 United (1) 12:4 units (1) 11:4 up (5) 4:2 10:23 11:5 18:4 22:13 upon (2) 6:22 10:2 use (1) 5:12 used (3) 10:3,7 14:15 utilizing (1) 8:24</p>		<p>10 (1) 10:4 100 (3) 16:22 18:13 22:18 1000 (1) 5:8 10-month (1) 16:15 11 (1) 17:22 12 (1) 18:20 12-month (1) 16:14 1300 (1) 10:17 14 (1) 19:8 16 (1) 17:20 162,000 (1) 16:5 18 (2) 18:5,20 18,000 (1) 10:9 1800 (2) 10:11, 14 19 (1) 17:22</p>	<p>5</p>
		<p>V</p>		<p>2</p>	<p>500 (3) 10:17, 19,23 54 (1) 18:6 55 (1) 14:14 550 (1) 10:24</p>
		<p>valued (1) 21:16 view (1) 24:17 vision (1) 11:10</p>		<p>2 (1) 17:18 20 (5) 10:4 16:12 17:4,21 29:18 200 (1) 11:2 2013 (4) 2:24 3:5,8 13:13 2014 (1) 13:18 22 (2) 2:23 3:5 23 (1) 3:7 29 (1) 15:20</p>	<p>6</p>
		<p>W</p>	<p>Y</p>		<p>6:47 (1) 30:9</p>
		<p>wait (1) 29:13 war (1) 27:7 wearing (1) 11:17 website (3) 3:3,5 20:17 week (3) 11:17, 19 27:1 weeks (2) 25:20, 21 Wendy (1) 23:5 what's (1) 15:16</p>	<p>year (22) 10:9, 23 11:2 12:2, 6 13:11,14 15:2 16:13,19, 20,24 19:8 21:8,9,14 24:12,14,16 25:19 28:19 29:1 years (7) 11:12 17:17 18:20 19:16 21:8 24:10 29:18</p>	<p>3</p>	<p>8</p>
				<p>3 (1) 17:16 30 (1) 17:6 300 (1) 11:2 350 (1) 20:3 39 (1) 19:16</p>	<p>85 (1) 14:12</p>
				<p>4</p>	<p>9</p>
					<p>900 (1) 17:5</p>