

In The Matter Of:
Department of Education
State Board of Education

In Re: East Side Charter School
October 6, 2014

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



DEPARTMENT OF EDUCATION
STATE BOARD OF EDUCATION

IN RE: PUBLIC HEARING :
EAST SIDE CHARTER SCHOOL :

Hearing taken pursuant to notice
at the Townsend Building, 2nd Floor Cabinet
Room, 401 Federal Street, Dover, Delaware,
beginning at 6:15 p.m., on Monday, October 6,
2014, before Gloria M. D'Amore, Registered
Professional Reporter and Notary Public.

- - -

WILCOX & FETZER
Registered Professional Reporters
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
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24

APPEARANCES :

JENNIFER NAGOURNEY, HEARING OFFICER
EXECUTIVE DIRECTOR CHARTER SCHOOL OFFICE

BARBARA RUTT,
STATE BOARD OF EDUCATION

On behalf of the Department of Justice:
ILONA M. KIRSHON, ESQUIRE



1 MS. NAGOURNEY: Good evening. I
2 declare this public hearing to be open.

3 My name is Jennifer Nagourney. I
4 am the Executive Director of the Charter School
5 Office of the Delaware Department of Education.
6 And I've been appointed by the Secretary of
7 Education to conduct this public hearing.

8 The Charter of East Side Charter
9 School has submitted an application for
10 renewal.

11 This joint public hearing is
12 being held by the Department of Education and
13 the State Board of Education to assist in the
14 decision of whether the Charter should be
15 renewed.

16 This hearing provides the
17 opportunity for the school to receive public
18 comment and for comments to be offered.

19 I would like to introduce the
20 other individuals with me today.

21 MS. RUTT: My name is Barbara
22 Rutt. I am a Member of the State Board of
23 Education.

24 MS. KIRSHON: Ilona Kirshon,



1 Deputy Attorney General and Counsel here
2 tonight.

3 MS. NAGOURNEY: I would like the
4 record to reflect the notice of the time, date
5 and place of today's public hearing was
6 published in The News Journal and Delaware
7 State News on August 18, 2014.

8 In addition, notice was posted on
9 the Charter School Accountability Committee's
10 official place of business on the Department of
11 Education's official website and the State
12 Public Meeting's calendar on August 18, 2014.

13 A court reporter is present so
14 that a record of this hearing can be made. It
15 will be necessary for each speaker to clearly
16 identify himself or herself before beginning to
17 speak so that the court reporter will be able
18 to note who you are.

19 The record of this hearing will
20 be provided to the Secretary of Education and
21 Members of the State Board of Education,
22 together with any written or electronic
23 comments received at or after this public
24 hearing.



1 We will proceed in the following
2 manner. First, we will hear from any
3 representatives of the Charter School who wish
4 to comment. And we will take comments from
5 anyone else who desires to speak.

6 I intend to be as liberal as time
7 and reason allow in accepting comments.
8 However, I do reserve the right to limit
9 comments if it is purely repetitive or
10 cumulative.

11 At this point, we welcome
12 comments from any representative of the school.

13 MS. CYNTHIA KREAL: Good evening.
14 I am Cynthia Kreal. And this is my seventh
15 year at East Side Charter. I first took this
16 job while I was waiting for jobs to open up
17 down in the large districts where I live, and I
18 had originally intended East Side Charter to be
19 a one-year stint.

20 So, now seven years later, I am
21 still there. Dr. Browne is the third Head of
22 School that I've worked for and by far the most
23 efficient and best at changing the school into
24 what it needs to be.



1 If you are familiar with our
2 school, you know the population that we serve.
3 They are desperate for good teachers, good
4 education, and that's our school. We are there
5 for them. We are closing that achievement gap
6 between minorities and low income and at-risk
7 youth. And probably the largest change I've
8 seen in our school since Dr. Browne has come is
9 just the atmosphere of joy. You can feel it
10 when you walk through our doors.

11 At East Side Charter, it might be
12 the first time students have had an opportunity
13 to experience success in any academic capacity
14 whatsoever. It might be the first time any
15 student has ever been praised for doing
16 something well or behaving properly or trying
17 their best or persevering. That's what we do
18 at our school. There are no barriers. There
19 are no limitations to what we expect from our
20 students. We hold them to the highest
21 standards.

22 And if you are taking a look at
23 our scores over the past three years, you can
24 see that the students are achieving. They are



1 now finally believing that they can achieve,
2 maybe for the first time for some of them, they
3 believe that they have the ability to succeed
4 and continue with school. They can have
5 careers. They can go to college. They say it
6 now matter of factly; whereas I don't know that
7 they would be able to do that if we were not
8 there in the community for them.

9 I know that we get a lot of
10 press. I'm liking it because seven-years-ago,
11 the kind of things that we were getting were,
12 Oh, that is that school. They will take
13 everyone. That's where you send your kid if
14 he's a problem.

15 Now, the shift is a little
16 different. In the community, I've had new
17 students in my classroom whose parents have
18 said, This is a great school. Oh, yes, yes, I
19 knew it. I wasn't aware anybody in the
20 community did. But now they do. Everybody
21 knows, and I am thrilled. We are really doing
22 a great job at East Side, and I would invite
23 you all to come down and walk through that door
24 and feel the joy in our school.



1 Thank you.

2 MS. ALLISON REYNOLDS: Allison
3 Reynolds. There is no doubt in my mind that
4 East Side is an essential piece of our
5 education system in Delaware and should have
6 its Charter renewed.

7 East Side has made incredible
8 gains and is a unique model of how to turn a
9 negative situation into a positive example.

10 I've also had the privilege of
11 teaching at East Side for the past seven years.
12 And in this time I've seen the gains and growth
13 in teachers, students, families and the
14 community. All from the positive effects of
15 our School's role.

16 Each year East Side shows great
17 gains, improves its reputation and further
18 models what it looks like to have a staff that
19 is incredibly committed to providing the
20 education for the students it serves.

21 During the time I taught at East
22 Side, there have been a multitude of changes.
23 All of the changes have been for the positive.

24 Lamont Browne is the third Head



1 of School I've worked for, and the changes he
2 has implemented has allowed our school on a
3 pathway toward success.

4 He has implemented changes that
5 have significantly improved the quality of
6 instruction, school climate and culture,
7 student academic growth and relationships with
8 our family and the community.

9 Students are excited to arrive at
10 school. They thrive on the connections they
11 make with their students and classmates.

12 Children no longer want to avoid school work,
13 but are immensely excited to participate in
14 engaging fun and learning experiences
15 throughout their school day.

16 Instead of being viewed as on the
17 bottom schools, East Side is now rising to the
18 top and is a model for school improvement.

19 One of the major changes is the
20 improved teacher evaluation and coaching
21 system. Instead of being observed once or
22 twice a year, we are observed about twice a
23 month. Observations are videotaped so that the
24 leadership team is able to show specific highs



1 and lows of the lesson.

2 Feedback is given during coaching
3 sessions the day of or the day after
4 observation.

5 During coaching, teachers and
6 their coaches discuss the strength of the
7 lesson as well as areas of improvement. Action
8 steps are created and there is a clear pathway
9 of how to improve and what will be evaluated
10 next.

11 The system allows for constant
12 instructional improvement. We are all aware
13 that the lessons we create and implement
14 improve for future instruction and the coaching
15 process allows us to become better teachers
16 each and every day.

17 The Charter for East Side needs
18 to be renewed. Our school is a stable and
19 necessary part of our student lives. They need
20 East Side in order to continue on a positive
21 academic and social path.

22 East Side is a safe place in the
23 community where the students know they will
24 learn and be loved on a daily basis.



1 Despite the chaos that may happen
2 in their home or community, that they know East
3 Side goes above and beyond each day to provide
4 an excellent education and positive example.

5 Their best interest drive us to
6 be an exemplary school providing a safe place
7 that fosters a levels of learning and promotes
8 personal growth.

9 Thank you.

10 MR. ANTHONY DAVIS: Good
11 afternoon. My name is Anthony Davis. I am a
12 sixth grade math teacher. And I've been at
13 East Side. This is my third year.

14 I have kind of a unique
15 perspective on our school. I grew up in the
16 community that the kids come from. I grew up
17 on the same streets around the same people and
18 the same, for lack of a better word, high-risk
19 things that were happening. So, I have a
20 really good idea what our kids have been
21 through and what they have to go through in
22 order to get to school.

23 So, as I look through them and
24 look through my experience as a first year



1 teacher there, I was given a chance. I didn't
2 have any experience. I was fresh out of
3 student teaching and Dr. Browne gave me a job.
4 I was in awe. I couldn't believe it. My first
5 day in classroom was rough.

6 But in our school based on our
7 coaching model, the feedback I was given helped
8 me to become a better teacher each and every
9 time, not that I was the greatest in the
10 beginning, not that I am the best yet, but one
11 of our mottos at our school is, Yet every time
12 that we do something, we want to do it better
13 than we did before.

14 Even if it is by a little, if a
15 student gets a 71 and they had a 65, that is
16 improvement. We celebrate the growth. Not
17 every single student has ever experienced that.
18 And being able to make those connections with
19 our students, giving them an opportunity to
20 have somebody that cares who says, Great job
21 and now, let's do it better. They understand
22 now that there is a growth mindset in our
23 school. It's not said, I'm smart. I got you a
24 74, I can rest. You got 74, now let's do it



1 better. Let's do one more problem. Let's find
2 something more complex. Let's do it this way
3 and make a model of it.

4 Everything our kids do is to
5 improve their ability not to do problems in
6 school, but to think. To teach our kids to be
7 critical thinkers that the next generation
8 needs. Nobody wants to have a particular
9 person that can solve a bunch of math problems
10 or find grammar mistakes in their English
11 paper. They want you to be able to
12 communicate. They want you to logically think
13 your way through a problem. That's what we
14 teach at East Side. We continue to strive and
15 develop these relationships with our kids.

16 If you come in our school, you
17 will see students at 3:30, 3:45, you will see
18 students that graduated from our school that
19 refuse to go home. They have actually been
20 given jobs at our school. They love us so
21 much. We love them. They love us. And they
22 know that we will walk through anything and
23 anyone in order to help them succeed.

24 And so much so that even another



1 perspective for me, I am a parent of one of the
2 students at East Side. My son has been in
3 school at East Side since Pre-K. He is now in
4 kindergarten. And I wouldn't send him anywhere
5 else. The teachers that he has are fantastic.
6 They are exactly what he needs and he learns
7 and grows every day.

8 The things he has learned -- I
9 was impressed -- and I am a math teacher in
10 looking at his work in math, I was in awe. I
11 couldn't imagine the things that he is
12 learning, learning that in kindergarten myself.

13 I don't know exactly how high
14 we're going to go, but in our belief, there is
15 no ceiling. There is no stopping. There is no
16 rest. We grow and we grow and we change and we
17 change. And that is what makes us special.

18 Thank you.

19 MR. NICK MEDAGLIO: My name is
20 Nick Medaglio.

21 I joined East Side Charter School
22 in the fall of 2011.

23 Prior to 2011, I worked in
24 Philadelphia at a Charter School. And the



1 school was close to my home. It paid well. I
2 was happy there. But I quickly lost faith in
3 the administration.

4 Soon after that, I began looking
5 for another job and I spoke with Dr. Browne.

6 After meeting with him for one
7 moment, it was apparent to me that he, unlike
8 my current administration, had the students
9 first in his mind.

10 My old school, very little
11 support. They came in maybe once to observe me
12 and that was it. As long as your classroom
13 looked like it was calm and it was going well,
14 that is all they cared about.

15 Dr. Browne spoke to me about the
16 support I would be receiving when you join East
17 Side and talked to me a little bit about
18 growing as a teacher which is first time I ever
19 hear something like that come from an
20 administration.

21 The administration at East Side,
22 they have never taken credit for the student
23 success. They always point to the teachers and
24 talk about the hard work that they put in and



1 their dedication to the students.

2 But that is really just part of
3 it. It is really being humble because without
4 the support, the coaching and the mentoring of
5 the administrative team and the systems they
6 have in place, the great teachers that we have
7 would not have been pushed to be as effective
8 as they are today.

9 The best part of the support that
10 they offer the teachers and their staff
11 members, it goes beyond just being a teacher.
12 It goes to their professional goals as well.

13 After about my third year of
14 teaching, I had a weird entry into teaching. I
15 have an undergraduate degree in marketing
16 first. I've worked at a media agency for two
17 years before I became a teacher. I then taught
18 for two years and after coming to East Side
19 around my third year, I realized that education
20 was the industry that I loved. But being in
21 the classroom is not where my heart was. And I
22 made it known to Dr. Browne, I really want to
23 combine my two degrees, my Master's in
24 Education and my undergraduate in Marketing and



1 I would like to get into operation.

2 At that point, there was no
3 position in the school open for Director of
4 Operations or in the business office, but he
5 said -- it wasn't what I expected -- he didn't
6 say, Wow, can't we keep you in a classroom? It
7 was, How can I support you to each meet your
8 goals.

9 We've had many great teachers
10 that have gone through the school that have
11 been supportive and given responsibilities and
12 tasks to help prepare them to become leaders at
13 other schools. There is obviously not much
14 room to grow in leadership in our school, being
15 just one school. But they were not dissuaded
16 from pursuing other goals. They were
17 encouraged and helped to get there. And now,
18 we have three old employees that are principals
19 at other schools in high need areas.

20 As that teacher, he started
21 giving me responsibilities. It would be a
22 great opportunity for you to get experience on
23 the Board of Directors. So, I ran for the
24 Teacher Representative and I became a member of



1 the East Side Board of Directors.

2 While on the boards, I met
3 Charlie, and Charlie was just as supportive as
4 Dr. Browne was for my future plans. Charlie
5 encouraged me to join the Finance Committee and
6 to get experience about what it would take from
7 a Macro sense to run the school and learn the
8 finance.

9 After a year on the Board and
10 second year, the foundation, East Side Learning
11 Community Foundation, asked me to manage the
12 finances for the foundation. This was just
13 another step in my learning process. And to
14 learn about the two entities and how they
15 worked together and how different types of
16 responsibilities that I would need to be able
17 to do, if I moved into that role.

18 Kind of after my fifth year
19 teaching, coincidentally, there was a position
20 open at my school for Director of Operations,
21 but it was by no means just handed to me.

22 I was put through the same
23 interview process that everyone else had to
24 take as they came in. I had to write papers.



1 I had to submit my resumé. I went through the
2 whole thing. Thankfully, I was given the
3 opportunity and currently now hold the position
4 of Director of Operations.

5 The administration and Dr.
6 Browne, and even our Board of Directors, their
7 support to the staff and the teachers are what
8 makes it possible for the teachers to
9 effectively support the students. They have
10 created this culture of helping each other that
11 creates a trickle-down effect.

12 I had a wonderful three years at
13 East Side. I would not be where I am today
14 without them, and I look forward to staying at
15 East Side for many more years.

16 Thank you.

17 MR. LAMONT BROWNE: My name is
18 Lamont Browne. I started writing this speech
19 and put a nice title on it. It was first
20 called Why East Side Charter School is a Great
21 School whose Charter should be renewed. Too
22 long, clearly.

23 But I changed it thinking of the
24 issues that plagued public education. And I



1 changed it to Success is Possible and Here's
2 Proof.

3 You heard from some of my
4 teachers. You heard from a parent who is a
5 teacher about how our kids are growing. You
6 heard from another teacher talking about the
7 excitement that our kids have to learn. You
8 heard from our Director of Operation in terms
9 of how we really invest in our staff members
10 regardless of what future career they want.

11 Now, I am going to get right to
12 the data. Four-years-ago, let's compare
13 ourselves now to four-years-ago.

14 Percentage estimates.

15 Percentage of students scoring
16 proficient in Reading was 28 percent, now 58.

17 Percentage of students scoring
18 proficient in Math was 37 percent, now 64.

19 Percentage of students meeting
20 their DCAS growth target in Reading was 27, now
21 62.

22 Percentage of students meeting
23 their DCAS growth target in Math was 39, now
24 75.



1 Looking at our lowest 25 percent
2 of students in each grade was 36 percent in
3 Reading, now 79.

4 In Math was 63, now 86.

5 Our overall Academic Framework
6 Score was 37.5, now 71.9.

7 The rate of suspension for 1,000
8 student days was 6.29, now 1.31.

9 Percentage of parents who have
10 attended our first trimester report card
11 conferences in 2013, 94 percent.

12 Number of students that we had in
13 our Charter 2010, 386. Right now, including
14 PreK, 480.

15 Of the 480 students, 479 are
16 black or Hispanic. The one white student we
17 have is a parent and teacher.

18 In fact, we have 15 students who
19 are related to current staff members.

20 Lowest population is 88 percent.
21 Our special education population including
22 those who receive therapeutic services,
23 22 percent.

24 So, what does this all mean? It



1 means that academic success is possible for all
2 kids. It means that this code does not have to
3 define one's destiny. It means being lucky
4 enough to be born into a particular family is
5 not a necessary precursor to success. It means
6 that public schools, District or Charter, can
7 be a difference maker in the academic success
8 and social success of a student body in the
9 community. How have we done that?

10 In short, a hundred percent
11 commitment to the student body in everything we
12 do. We've done that.

13 Recruit, select and retain great
14 teachers, we've done that.

15 Implementing supportive programs
16 to turn good teachers into great ones. We've
17 done that.

18 Keeping kids our primary focus
19 and making sure every decision is in their best
20 interest. We do that as well.

21 So, let's make a few things
22 clear. We choose to be in 19802 Zip Code on
23 the far East Side of Wilmington to serve the
24 neediest of the needy kids.



1 We admit students on a first-come
2 first-serve basis. Although we do have a
3 current waiting list, we've never had a lottery
4 because we have not been over subscribed to the
5 January cutoff date. Although we do have more
6 students than our school building can hold.

7 We do not use admissions test,
8 and we keep our kids. Over the last eight
9 years, only two students have been expelled and
10 every single grade has grown every single year
11 from the previous year.

12 Those are the facts about the
13 improvement of our school. You've heard from
14 the staff today about the joy they have as
15 teachers who average 65 hours a week. Some
16 would argue a little bit more for our kids.

17 But of all of the accolades
18 received, the recognition that we've been
19 given, the successes that we sometimes feel,
20 there is one thing that continues about me and
21 my entire team, and that is excellence.

22 We know that we are not there
23 yet. We are far from there. We have our
24 problems. Some of them small. Some of them a



1 little bit bigger. We dive into those every
2 single day to improve our school, and we are
3 far from being satisfied.

4 We have some students who still
5 continue to struggle academically, some
6 behaviorally. They need the best the world has
7 to offer. We all know that too well that there
8 are a lot of students that need the same, not
9 just at East Side, but across the state.

10 We hope our work is part of the
11 solution. We are committed to continue doing
12 the right thing to make sure every one of our
13 kids has the same professional success that
14 each one of us is having.

15 Thank you.

16 MR. CHARLES McDOWELL: My name is
17 Charles McDowell. I've the honor of being the
18 Chairman of the Board of East Side Charter
19 School.

20 Mrs. Wright has the historical
21 perspective that others in the room don't, but
22 I think she can appreciate, as Dr. Browne has
23 talked about and the teachers have talked
24 about, the joy that they experience, imagine



1 the joy that Board feels.

2 We are in a very different
3 situation than we were five-years-ago. At the
4 outset, I think I would like to say, I can tell
5 you how much we appreciate the support from Dr.
6 Lowery and the State Board gave us
7 five-years-ago and gave us an opportunity to be
8 where we are here today.

9 The Charter renewal application,
10 which occupies about three inches of a
11 three-ring binder says it all about why the
12 Charter should be renewed.

13 And you've heard a lot of
14 personal antidotes here that I think add a nice
15 gloss on to that. But I can't avoid taking the
16 opportunity to highlight some of the more
17 striking parts of our record without being
18 redundant about the things that the teachers
19 and Nick and Dr. Browne had mentioned.

20 On the point about our particular
21 demographics, close to 90 percent low income.

22 In the 20 percent, special
23 education students. It is a very challenging
24 task. And I have a great deal of sympathy for



1 public educators who say, How can we possibly
2 be responsible for all of the problems that
3 these kids bring to school. How can we make
4 them succeed?

5 Well, I have sympathy for them.
6 Because there is no question that that is true.
7 There are tremendous problems that our kids
8 bring to school with them. But we know what is
9 walking in the door at East Side Charter. And
10 Dr. Browne and his team have proven that they
11 have strategies for dealing with it. And that
12 is our approach. We know what's coming in the
13 door. It is our job to figure out how can we
14 make them succeed.

15 And to continue on the point that
16 the one teachers made about the expression yet,
17 and what Dr. Browne just talked about, that we
18 still have a long way to go. There is no
19 question about it. We are not yet a
20 high-performing Charter School. We have made
21 tremendous progress in the last three years,
22 but we still have a way to go. It is our
23 intent in the next five years to continue that
24 trajectory. It's on just about like that in



1 order for what you would call a high-performing
2 school.

3 One point that was not mentioned
4 specifically with respect to parents' support.
5 We have about 95 percent participation by our
6 parents in the quarterly report card
7 conferences. 95 percent. That is a testament
8 to what the teachers are doing to be in contact
9 and establish relationships with the parents,
10 which is really, really important in the whole
11 process.

12 And you've heard about how our
13 enrollment has grown steadily. And that has
14 allowed us to operate in a fiscally sound
15 manner. We have operated with balanced budgets
16 for the last couple of years.

17 Our employee retention is high.
18 Morale is very high. And I think you get an
19 idea why that is the case. I think it's a
20 reflection of having extremely talented
21 educational leader in Dr. Browne and a strategy
22 of focusing on the staff and the idea is, Where
23 do you want to get to and how can I help you
24 get there? Wouldn't you want to work in a



1 place where the leadership has that approach?

2 In the second year, Ernie Dunkin
3 came to East Side back in the spring, there was
4 a roundtable discussion with -- Cindy was there
5 I know and a couple of other teachers and
6 administrators -- they were talking about the
7 Teaching Excellence Framework Alternative
8 Teacher Evaluation Program, the coaching
9 mentoring program that you heard about.

10 I watched him. He was shaking
11 his head. He said, This is so atypical. We
12 need more of this. And that is a great
13 understatement.

14 I want to point out, also, that
15 the community support which is then garnered by
16 a very strong board with very active
17 participation has really been outstanding. We
18 have raised more than eight million dollars in
19 the last eight years to support primarily the
20 capital, which, of course, you know we don't
21 get any government funding specifically for
22 capital, but also to subsidize the various
23 supplemental education programs that our very
24 needy students need.



1 Our most significant, recent
2 initiative is the opening of our new Early
3 Learning Academy. It will serve up to 66 PreK
4 three- and four-year-olds.

5 We think that is going to be game
6 changer. It is going to be so important for
7 our future. It will feed right into the K to 8
8 program. We will keep getting kids, as Dr.
9 Browne said, and we will start playing catch
10 up. We will get them at the front end so they
11 are ready to learn when they come to East Side.
12 They will be leaving K on grade level, and,
13 hopefully, they will never experience
14 achievement gap that most of our kids have
15 experienced.

16 So, in sum, we've had significant
17 success with the challenging school population.
18 We look forward to continuing to pursue that
19 goal of becoming a truly high-performing school
20 over the next five years.

21 Thank you.

22 MS. NAGOURNEY: Is there anybody
23 else who would like to speak?

24 If not, this hearing is now



1 closed. Thank you so much for participating
2 today and coming all the way to Dover. Much
3 appreciated.

4 The Secretary and State Board
5 will consider your comments as part of decision
6 making process.

7 (The Public Hearing was concluded
8 at 6:40 p.m.)

9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24

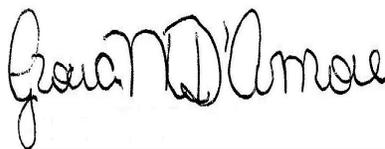


1 State of Delaware:
2 New Castle County:

3
4 CERTIFICATE OF REPORTER

5
6 I, Gloria M. D'Amore, Registered
7 Professional Reporter and Notary Public, do
8 hereby certify that the foregoing record, Pages
9 1 to 31 inclusive, is a true and accurate
10 transcript of my stenographic notes taken on
11 Monday, October 6, 2014, in the above-captioned
12 matter.

13 IN WITNESS WHEREOF, I have hereunto set my
14 hand and seal this 10th day of October, 2014,
15 at Wilmington.

16
17 
18
19

20 GLORIA M. D'AMORE, RPR

21
22
23
24

A	18 afternoon (1) 11:11	areas (2) 10:7 17:19	24:6 being (12) 3:12	C
<p>ability (2) 7:3 13:5 able (6) 4:17 7:7 9:24 12:18 13:11 18:16 above (1) 11:3 above-captioned (1) 31:11 academic (6) 6:13 9:7 10:21 21:5 22:1,7 academically (1) 24:5 Academy (1) 29:3 accepting (1) 5:7 accolades (1) 23:17 Accountability (1) 4:9 accurate (1) 31:9 achieve (1) 7:1 achievement (2) 6:5 29:14 achieving (1) 6:24 across (1) 24:9 Action (1) 10:7 active (1) 28:16 actually (1) 13:19 add (1) 25:14 addition (1) 4:8 administration (5) 15:3,8,20,21 19:5 administrative (1) 16:5 administrators (1) 28:6 admissions (1) 23:7 admit (1) 23:1 after (8) 4:23 10:3 15:4,6 16:13,18 18:9,</p>	<p>agency (1) 16:16 all (12) 7:23 8:14,23 10:12 15:14 21:24 22:1 23:17 24:7 25:11 26:2 30:2 ALLISON (2) 8:2, 2 allow (1) 5:7 allowed (2) 9:2 27:14 allows (2) 10:11, 15 also (3) 8:10 28:14,22 Alternative (1) 28:7 Although (2) 23:2, 5 always (1) 15:23 another (4) 13:24 15:5 18:13 20:6 ANTHONY (2) 11:10,11 antidotes (1) 25:14 anybody (2) 7:19 29:22 anyone (2) 5:5 13:23 anything (1) 13:22 anywhere (1) 14:4 apparent (1) 15:7 application (2) 3:9 25:9 appointed (1) 3:6 appreciate (2) 24:22 25:5 appreciated (1) 30:3 approach (2) 26:12 28:1</p>	<p>argue (1) 23:16 around (2) 11:17 16:19 arrive (1) 9:9 asked (1) 18:11 assist (1) 3:13 atmosphere (1) 6:9 at-risk (1) 6:6 attended (1) 21:10 Attorney (1) 4:1 atypical (1) 28:11 August (2) 4:7,12 average (1) 23:15 avoid (2) 9:12 25:15 aware (2) 7:19 10:12 awe (2) 12:4 14:10</p>	<p>9:16,21 12:18 16:3,11,20 17:14 22:3 24:3,17 25:17 belief (1) 14:14 believe (2) 7:3 12:4 believing (1) 7:1 best (7) 5:23 6:17 11:5 12:10 16:9 22:19 24:6 better (6) 10:15 11:18 12:8,12, 21 13:1 between (1) 6:6 beyond (2) 11:3 16:11 bigger (1) 24:1 binder (1) 25:11 bit (3) 15:17 23:16 24:1 black (1) 21:16 Board (12) 3:13, 22 4:21 17:23 18:1,9 19:6 24:18 25:1,6 28:16 30:4 boards (1) 18:2 body (2) 22:8,11 born (1) 22:4 bottom (1) 9:17 bring (2) 26:3,8 Browne (17) 5:21 6:8 8:24 12:3 15:5,15 16:22 18:4 19:6,17, 18 24:22 25:19 26:10, 17 27:21 29:9 budgets (1) 27:15 building (1) 23:6 bunch (1) 13:9 business (2) 4:10 17:4</p>	<p>calendar (1) 4:12 call (1) 27:1 called (1) 19:20 calm (1) 15:13 came (3) 15:11 18:24 28:3 capacity (1) 6:13 capital (2) 28:20, 22 card (2) 21:10 27:6 cared (1) 15:14 career (1) 20:10 careers (1) 7:5 cares (1) 12:20 case (1) 27:19 Castle (1) 31:2 catch (1) 29:9 ceiling (1) 14:15 celebrate (1) 12:16 CERTIFICATE (1) 31:4 certify (1) 31:8 Chairman (1) 24:18 challenging (2) 25:23 29:17 chance (1) 12:1 change (3) 6:7 14:16,17 changed (2) 19:23 20:1 changer (1) 29:6 changes (5) 8:22, 23 9:1,4,19 changing (1) 5:23 chaos (1) 11:1 CHARLES (2) 24:16,17 Charlie (3) 18:3, 3,4 Charter (22) 3:4, 8,8,14 4:9 5:3, 15,18 6:11</p>
		<p>B back (1) 28:3 balanced (1) 27:15 Barbara (1) 3:21 barriers (1) 6:18 based (1) 12:6 basis (2) 10:24 23:2 became (2) 16:17 17:24 become (3) 10:15 12:8 17:12 becoming (1) 29:19 before (3) 4:16 12:13 16:17 began (1) 15:4 beginning (2) 4:16 12:10 behaving (1) 6:16 behaviorally (1)</p>		

8:6 10:17 14:21,24 19:20,21 21:13 22:6 24:18 25:9,12 26:9,20 Children (1) 9:12 choose (1) 22:22 Cindy (1) 28:4 classmates (1) 9:11 classroom (5) 7:17 12:5 15:12 16:21 17:6 clear (2) 10:8 22:22 clearly (2) 4:15 19:22 climate (1) 9:6 close (2) 15:1 25:21 closed (1) 30:1 closing (1) 6:5 coaches (1) 10:6 coaching (7) 9:20 10:2,5,14 12:7 16:4 28:8 code (2) 22:2,22 coincidentally (1) 18:19 college (1) 7:5 combine (1) 16:23 come (6) 6:8 7:23 11:16 13:16 15:19 29:11 coming (3) 16:18 26:12 30:2 comment (2) 3:18 5:4 comments (7) 3:18 4:23 5:4, 7,9,12 30:5 commitment (1) 22:11 committed (2)	8:19 24:11 Committee (1) 18:5 Committee's (1) 4:9 communicate (1) 13:12 community (11) 7:8,16,20 8:14 9:8 10:23 11:2,16 18:11 22:9 28:15 compare (1) 20:12 complex (1) 13:2 concluded (1) 30:7 conduct (1) 3:7 conferences (2) 21:11 27:7 connections (2) 9:10 12:18 consider (1) 30:5 constant (1) 10:11 contact (1) 27:8 continue (7) 7:4 10:20 13:14 24:5,11 26:15, 23 continues (1) 23:20 continuing (1) 29:18 couldn't (2) 12:4 14:11 Counsel (1) 4:1 County (1) 31:2 couple (2) 27:16 28:5 course (1) 28:20 court (2) 4:13,17 create (1) 10:13 created (2) 10:8 19:10 creates (1) 19:11 credit (1) 15:22 critical (1) 13:7	culture (2) 9:6 19:10 cumulative (1) 5:10 current (3) 15:8 21:19 23:3 currently (1) 19:3 cutoff (1) 23:5 CYNTHIA (2) 5:13,14 D daily (1) 10:24 D'Amore (2) 31:6, 20 data (1) 20:12 date (2) 4:4 23:5 DAVIS (2) 11:10, 11 day (9) 9:15 10:3,3,16 11:3 12:5 14:7 24:2 31:14 days (1) 21:8 DCAS (2) 20:20, 23 deal (1) 25:24 dealing (1) 26:11 decision (3) 3:14 22:19 30:5 declare (1) 3:2 dedication (1) 16:1 define (1) 22:3 degree (1) 16:15 degrees (1) 16:23 Delaware (4) 3:5 4:6 8:5 31:1 demographics (1) 25:21 Department (3) 3:5,12 4:10 Deputy (1) 4:1 desires (1) 5:5 desperate (1) 6:3 Despite (1) 11:1	destiny (1) 22:3 develop (1) 13:15 difference (1) 22:7 different (3) 7:16 18:15 25:2 Director (5) 3:4 17:3 18:20 19:4 20:8 Directors (3) 17:23 18:1 19:6 discuss (1) 10:6 discussion (1) 28:4 dissuaded (1) 17:15 District (1) 22:6 districts (1) 5:17 dive (1) 24:1 dollars (1) 28:18 done (4) 22:9, 12,14,17 door (3) 7:23 26:9,13 doors (1) 6:10 doubt (1) 8:3 Dover (1) 30:2 down (2) 5:17 7:23 Dr (15) 5:21 6:8 12:3 15:5,15 16:22 18:4 19:5 24:22 25:5,19 26:10, 17 27:21 29:8 drive (1) 11:5 Dunkin (1) 28:2 During (3) 8:21 10:2,5 E each (9) 4:15 8:16 10:16 11:3 12:8 17:7 19:10 21:2 24:14 Early (1) 29:2	East (34) 3:8 5:15,18 6:11 7:22 8:4,7,11, 16,21 9:17 10:17,20,22 11:2,13 13:14 14:2,3,21 15:16,21 16:18 18:1,10 19:13,15,20 22:23 24:9,18 26:9 28:3 29:11 Education (17) 3:5,7,12,13, 23 4:20,21 6:4 8:5,20 11:4 16:19,24 19:24 21:21 25:23 28:23 educational (1) 27:21 Education's (1) 4:11 educators (1) 26:1 effect (1) 19:11 effective (1) 16:7 effectively (1) 19:9 effects (1) 8:14 efficient (1) 5:23 eight (3) 23:8 28:18,19 electronic (1) 4:22 else (4) 5:5 14:5 18:23 29:23 employee (1) 27:17 employees (1) 17:18 encouraged (2) 17:17 18:5 end (1) 29:10 engaging (1) 9:14 English (1) 13:10 enough (1) 22:4 enrollment (1) 27:13
--	--	---	--	---

entire (1) 23:21	29:13	29:20	29:8	27:13
entities (1) 18:14	experienced (2) 12:17 29:15	five-years-ago (2) 25:3,7	given (7) 10:2 12:1,7 13:20 17:11 19:2 23:19	grows (1) 14:7 growth (7) 8:12 9:7 11:8 12:16,22 20:20,23
entry (1) 16:14	experiences (1) 9:14	focus (1) 22:18	giving (2) 12:19 17:21	H
Ernie (1) 28:2	expression (1) 26:16	focusing (1) 27:22	Gloria (2) 31:6, 20	
essential (1) 8:4	extremely (1) 27:20	following (1) 5:1	gloss (1) 25:15	hand (1) 31:14
establish (1) 27:9	F	foregoing (1) 31:8	go (6) 7:5 11:21 13:19 14:14 26:18,22	handed (1) 18:21
estimates (1) 20:14		fact (1) 21:18	forward (2) 19:14 29:18	goal (1) 29:19
evaluated (1) 10:9	factly (1) 7:6	fosters (1) 11:7	goals (3) 16:12 17:8,16	happening (1) 11:19
evaluation (2) 9:20 28:8	facts (1) 23:12	four-year-olds (1) 29:4	gone (3) 11:3 16:11,12	happy (1) 15:2
Even (3) 12:14 13:24 19:6	faith (1) 15:2	Four-years-ago (2) 20:12,13	going (5) 14:14 15:13 20:11 29:5,6	hard (1) 15:24
evening (2) 3:1 5:13	fall (1) 14:22	Framework (2) 21:5 28:7	got (2) 12:23,24	he (14) 9:1,4 14:3,5,6,6,8, 11 15:7 17:4, 5,20 28:10,11
ever (3) 6:15 12:17 15:18	familiar (1) 6:1	fresh (1) 12:2	government (1) 28:21	Head (3) 5:21 8:24 28:11
every (10) 10:16 12:8,11,17 14:7 22:19 23:10,10 24:1, 12	families (1) 8:13	front (1) 29:10	grade (4) 11:12 21:2 23:10 29:12	hear (2) 5:2 15:19
Everybody (1) 7:20	family (2) 9:8 22:4	fun (1) 9:14	graduated (1) 13:18	heard (8) 20:3,4, 6,8 23:13 25:13 27:12 28:9
everyone (2) 7:13 18:23	fantastic (1) 14:5	funding (1) 28:21	grammar (1) 13:10	hearing (10) 3:2, 7,11,16 4:5, 14,19,24 29:24 30:7
Everything (2) 13:4 22:11	far (4) 5:22 22:23 23:23 24:3	further (1) 8:17	great (12) 7:18, 22 8:16 12:20 16:6 17:9,22 19:20 22:13, 16 25:24 28:12	heart (1) 16:21
exactly (2) 14:6, 13	Feedback (2) 10:2 12:7	future (4) 10:14 18:4 20:10 29:7	greatest (1) 12:9	held (1) 3:12
example (2) 8:9 11:4	feel (3) 6:9 7:24 23:19	G	grew (2) 11:15, 16	help (3) 13:23 17:12 27:23
excellence (2) 23:21 28:7	feels (1) 25:1		gains (3) 8:8,12, 17	grow (3) 14:16, 16 17:14
excellence (2) 23:21 28:7	few (1) 22:21	game (1) 29:5	growing (2) 15:18 20:5	helping (1) 19:10
excellent (1) 11:4	fifth (1) 18:18	gap (2) 6:5 29:14	grown (2) 23:10	here (3) 4:1 25:8,14
excited (2) 9:9,13	figure (1) 26:13	garnered (1) 28:15		hereby (1) 31:8
excitement (1) 20:7	finally (1) 7:1	gave (3) 12:3 25:6,7		Here's (1) 20:1
Executive (1) 3:4	Finance (2) 18:5, 8	General (1) 4:1		hereunto (1) 31:13
exemplary (1) 11:6	finances (1) 18:12	generation (1) 13:7		herself (1) 4:16
expect (1) 6:19	find (2) 13:1,10	get (12) 7:9 11:22 17:1,17, 22 18:6 20:11 27:18,23,24 28:21 29:10		high (4) 14:13 17:19 27:17,18
expected (1) 17:5	First (12) 5:2,15 6:12,14 7:2 11:24 12:4 15:9,18 16:16 19:19 21:10	gets (1) 12:15		
expelled (1) 23:9	first-come (1) 23:1	getting (2) 7:11		
experience (7) 6:13 11:24 12:2 17:22 18:6 24:24	first-serve (1) 23:2			
	fiscally (1) 27:14			
	five (2) 26:23			

highest (1) 6:20 highlight (1) 25:16 high-performing (3) 26:20 27:1 29:19 high-risk (1) 11:18 highs (1) 9:24 him (3) 14:4 15:6 28:10 himself (1) 4:16 his (4) 14:10 15:9 26:10 28:11 Hispanic (1) 21:16 historical (1) 24:20 hold (3) 6:20 19:3 23:6 home (3) 11:2 13:19 15:1 honor (1) 24:17 hope (1) 24:10 hopefully (1) 29:13 hours (1) 23:15 However (1) 5:8 humble (1) 16:3 hundred (1) 22:10	important (2) 27:10 29:6 impressed (1) 14:9 improve (4) 10:9, 14 13:5 24:2 improved (2) 9:5, 20 improvement (5) 9:18 10:7,12 12:16 23:13 improves (1) 8:17 inches (1) 25:10 including (2) 21:13,21 inclusive (1) 31:9 income (2) 6:6 25:21 incredible (1) 8:7 incredibly (1) 8:19 individuals (1) 3:20 industry (1) 16:20 initiative (1) 29:2 Instead (2) 9:16, 21 instruction (2) 9:6 10:14 instructional (1) 10:12 intend (1) 5:6 intended (1) 5:18 intent (1) 26:23 interest (2) 11:5 22:20 interview (1) 18:23 introduce (1) 3:19 invest (1) 20:9 invite (1) 7:22 issues (1) 19:24	15:5 26:13 jobs (2) 5:16 13:20 join (2) 15:16 18:5 joined (1) 14:21 joint (1) 3:11 Journal (1) 4:6 joy (5) 6:9 7:24 23:14 24:24 25:1	leaders (1) 17:12 leadership (3) 9:24 17:14 28:1 learn (5) 10:24 18:7,14 20:7 29:11 learned (1) 14:8 learning (7) 9:14 11:7 14:12,12 18:10,13 29:3 learns (1) 14:6 leaving (1) 29:12 lesson (2) 10:1,7 lessons (1) 10:13 level (1) 29:12 levels (1) 11:7 liberal (1) 5:6 like (9) 3:19 4:3 8:18 15:13,19 17:1 25:4 26:24 29:23 liking (1) 7:10 limit (1) 5:8 limitations (1) 6:19 list (1) 23:3 little (6) 7:15 12:14 15:10, 17 23:16 24:1 live (1) 5:17 lives (1) 10:19 logically (1) 13:12 long (3) 15:12 19:22 26:18 longer (1) 9:12 look (5) 6:22 11:23,24 19:14 29:18 looked (1) 15:13 looking (3) 14:10 15:4 21:1 looks (1) 8:18 lost (1) 15:2 lot (3) 7:9 24:8 25:13 lottery (1) 23:3 love (3) 13:20, 21,21	loved (2) 10:24 16:20 low (2) 6:6 25:21 Lowery (1) 25:6 lowest (2) 21:1, 20 lows (1) 10:1 lucky (1) 22:3
I	J	K	M	
idea (3) 11:20 27:19,22 identify (1) 4:16 Ilona (1) 3:24 imagine (2) 14:11 24:24 immensely (1) 9:13 implement (1) 10:13 implemented (2) 9:2,4 Implementing (1) 22:15	January (1) 23:5 Jennifer (1) 3:3 job (6) 5:16 7:22 12:3,20	keep (3) 17:6 23:8 29:8 Keeping (1) 22:18 kid (1) 7:13 kids (17) 11:16, 20 13:4,6,15 20:5,7 22:2, 18,24 23:8,16 24:13 26:3,7 29:8,14 kind (3) 7:11 11:14 18:18 kindergarten (2) 14:4,12 Kirshon (2) 3:24, 24 knew (1) 7:19 known (1) 16:22 knows (1) 7:21 KREAL (2) 5:13, 14	Macro (1) 18:7 made (5) 4:14 8:7 16:22 26:16,20 major (1) 9:19 make (7) 9:11 12:18 13:3 22:21 24:12 26:3,14 maker (1) 22:7 makes (2) 14:17 19:8 making (2) 22:19 30:6 manage (1) 18:11 manner (2) 5:2 27:15 many (2) 17:9 19:15 marketing (2) 16:15,24 Master's (1) 16:23 math (7) 11:12 13:9 14:9,10 20:18,23 21:4 matter (2) 7:6 31:12 may (1) 11:1 maybe (2) 7:2 15:11 McDOWELL (2) 24:16,17 mean (1) 21:24 means (5) 18:21 22:1,2,3,5 MEDAGLIO (2)	
		L		
		lack (1) 11:18 Lamont (3) 8:24 19:17,18 large (1) 5:17 largest (1) 6:7 last (4) 23:8 26:21 27:16 28:19 later (1) 5:20 leader (1) 27:21		

<p>14:19,20 media (1) 16:16 meet (1) 17:7 meeting (3) 15:6 20:19,22 Meeting's (1) 4:12 Member (2) 3:22 17:24 Members (4) 4:21 16:11 20:9 21:19 mentioned (2) 25:19 27:3 mentoring (2) 16:4 28:9 met (1) 18:2 might (2) 6:11,14 million (1) 28:18 mind (2) 8:3 15:9 mindset (1) 12:22 minorities (1) 6:6 mistakes (1) 13:10 model (4) 8:8 9:18 12:7 13:3 models (1) 8:18 moment (1) 15:7 Monday (1) 31:11 month (1) 9:23 Morale (1) 27:18 more (8) 13:1,2 19:15 23:5,16 25:16 28:12,18 most (3) 5:22 29:1,14 mottos (1) 12:11 moved (1) 18:17 Mrs (1) 24:20 much (6) 13:21, 24 17:13 25:5 30:1,2 multitude (1) 8:22 My (31) 3:3,21 5:14 7:17 8:3 11:11,13,24 12:4 14:2,19 15:1,8,10 16:13,19,21,</p>	<p>23,23,24 18:4, 13,18,20 19:1, 17 20:3 23:21 24:16 31:10,13 myself (1) 14:12 N NAGOURNEY (4) 3:1,3 4:3 29:22 name (6) 3:3,21 11:11 14:19 19:17 24:16 necessary (3) 4:15 10:19 22:5 need (7) 10:19 17:19 18:16 24:6,8 28:12, 24 neediest (1) 22:24 needs (4) 5:24 10:17 13:8 14:6 needy (2) 22:24 28:24 negative (1) 8:9 never (3) 15:22 23:3 29:13 new (3) 7:16 29:2 31:2 News (2) 4:6,7 next (4) 10:10 13:7 26:23 29:20 nice (2) 19:19 25:14 NICK (3) 14:19, 20 25:19 Nobody (1) 13:8 Notary (1) 31:7 note (1) 4:18 notes (1) 31:10 notice (2) 4:4,8 now (24) 5:20 7:1,6,15,20</p>	<p>9:17 12:21,22, 24 14:3 17:17 19:3 20:11,13, 16,18,20,23 21:3,4,6,8,13 29:24 Number (1) 21:12 O observation (1) 10:4 Observations (1) 9:23 observe (1) 15:11 observed (2) 9:21,22 obviously (1) 17:13 occupies (1) 25:10 October (2) 31:11,14 offer (2) 16:10 24:7 offered (1) 3:18 Office (2) 3:5 17:4 official (2) 4:10, 11 old (2) 15:10 17:18 once (2) 9:21 15:11 One (12) 9:19 12:10 13:1 14:1 15:6 17:15 21:16 23:20 24:12, 14 26:16 27:3 ones (1) 22:16 one's (1) 22:3 one-year (1) 5:19 only (1) 23:9 open (4) 3:2 5:16 17:3 18:20 opening (1) 29:2</p>	<p>operate (1) 27:14 operated (1) 27:15 operation (2) 17:1 20:8 Operations (3) 17:4 18:20 19:4 opportunity (7) 3:17 6:12 12:19 17:22 19:3 25:7,16 order (4) 10:20 11:22 13:23 27:1 originally (1) 5:18 other (6) 3:20 17:13,16,19 19:10 28:5 others (1) 24:21 our (63) 6:1,4,8, 10,18,19,23 7:24 8:4,15 9:2,8 10:18, 19 11:15,20 12:6,6,11,11, 19,22 13:4,6, 15,16,18,20 14:14 17:14 19:6 20:5,7,8, 9 21:1,5,10, 13,21 22:18 23:6,8,13,16, 23 24:2,10,12 25:17,20 26:7, 12,13,22 27:5, 12,17 28:23 29:1,2,7,14 ourselves (1) 20:13 out (3) 12:2 26:13 28:14 outset (1) 25:4 outstanding (1) 28:17 over (4) 6:23 23:4,8 29:20 overall (1) 21:5</p>	<p>P Pages (1) 31:8 paid (1) 15:1 paper (1) 13:11 papers (1) 18:24 parent (3) 14:1 20:4 21:17 parents (4) 7:17 21:9 27:6,9 parents' (1) 27:4 part (5) 10:19 16:2,9 24:10 30:5 participate (1) 9:13 participating (1) 30:1 participation (2) 27:5 28:17 particular (3) 13:8 22:4 25:20 parts (1) 25:17 past (2) 6:23 8:11 path (1) 10:21 pathway (2) 9:3 10:8 people (1) 11:17 percent (12) 20:16,18 21:1,2,11,20, 23 22:10 25:21,22 27:5, 7 Percentage (6) 20:14,15,17, 19,22 21:9 persevering (1) 6:17 person (1) 13:9 personal (2) 11:8 25:14 perspective (3) 11:15 14:1 24:21</p>
---	---	---	---	---

<p>Philadelphia (1) 14:24 piece (1) 8:4 place (6) 4:5,10 10:22 11:6 16:6 28:1 plagued (1) 19:24 plans (1) 18:4 playing (1) 29:9 pm (1) 30:8 point (7) 5:11 15:23 17:2 25:20 26:15 27:3 28:14 population (4) 6:2 21:20,21 29:17 position (3) 17:3 18:19 19:3 positive (5) 8:9, 14,23 10:20 11:4 possible (3) 19:8 20:1 22:1 possibly (1) 26:1 posted (1) 4:8 praised (1) 6:15 precursor (1) 22:5 PreK (2) 21:14 29:3 Pre-K (1) 14:3 prepare (1) 17:12 present (1) 4:13 press (1) 7:10 previous (1) 23:11 primarily (1) 28:19 primary (1) 22:18 principals (1) 17:18 Prior (1) 14:23 privilege (1) 8:10 probably (1) 6:7 problem (3) 7:14 13:1,13 problems (5) 13:5,9 23:24 26:2,7</p>	<p>proceed (1) 5:1 process (5) 10:15 18:13, 23 27:11 30:6 professional (3) 16:12 24:13 31:7 proficient (2) 20:16,18 Program (3) 28:8, 9 29:8 programs (2) 22:15 28:23 progress (1) 26:21 promotes (1) 11:7 Proof (1) 20:2 properly (1) 6:16 proven (1) 26:10 provide (1) 11:3 provided (1) 4:20 provides (1) 3:16 providing (2) 8:19 11:6 public (12) 3:2,7, 11,17 4:5,12, 23 19:24 22:6 26:1 30:7 31:7 published (1) 4:6 purely (1) 5:9 pursue (1) 29:18 pursuing (1) 17:16 pushed (1) 16:7 put (3) 15:24 18:22 19:19</p>	<p>ran (1) 17:23 rate (1) 21:7 Reading (3) 20:16,20 21:3 ready (1) 29:11 realized (1) 16:19 really (9) 7:21 11:20 16:2,3, 22 20:9 27:10, 10 28:17 reason (1) 5:7 receive (2) 3:17 21:22 received (2) 4:23 23:18 receiving (1) 15:16 recent (1) 29:1 recognition (1) 23:18 record (5) 4:4,14, 19 25:17 31:8 Recruit (1) 22:13 redundant (1) 25:18 reflect (1) 4:4 reflection (1) 27:20 refuse (1) 13:19 regardless (1) 20:10 Registered (1) 31:6 related (1) 21:19 relationships (3) 9:7 13:15 27:9 renewal (2) 3:10 25:9 renewed (5) 3:15 8:6 10:18 19:21 25:12 repetitive (1) 5:9 report (2) 21:10 27:6 reporter (4) 4:13, 17 31:4,7 representative (2)</p>	<p>5:12 17:24 representatives (1) 5:3 reputation (1) 8:17 reserve (1) 5:8 respect (1) 27:4 responsibilities (3) 17:11,21 18:16 responsible (1) 26:2 rest (2) 12:24 14:16 resumé (1) 19:1 retain (1) 22:13 retention (1) 27:17 REYNOLDS (2) 8:2,3 right (5) 5:8 20:11 21:13 24:12 29:7 rising (1) 9:17 role (2) 8:15 18:17 room (2) 17:14 24:21 rough (1) 12:5 roundtable (1) 28:4 RPR (1) 31:20 run (1) 18:7 RUTT (2) 3:21, 22</p>	<p>22,23 6:2,4,8, 18 7:4,12,18, 24 9:1,2,6,10, 12,15,18 10:18 11:6,15, 22 12:6,11,23 13:6,16,18,20 14:3,21,24 15:1,10 17:3, 10,14,15 18:7, 20 19:20,21 23:6,13 24:2, 19 26:3,8,20 27:2 29:17,19 schools (4) 9:17 17:13,19 22:6 School's (1) 8:15 Score (1) 21:6 scores (1) 6:23 scoring (2) 20:15, 17 seal (1) 31:14 second (2) 18:10 28:2 Secretary (3) 3:6 4:20 30:4 see (3) 6:24 13:17,17 seen (2) 6:8 8:12 select (1) 22:13 send (2) 7:13 14:4 sense (1) 18:7 serve (3) 6:2 22:23 29:3 serves (1) 8:20 services (1) 21:22 sessions (1) 10:3 set (1) 31:13 seven (2) 5:20 8:11 seventh (1) 5:14 seven-years-ago (1) 7:10 shaking (1) 28:10 she (1) 24:22 shift (1) 7:15 short (1) 22:10</p>
	Q		S	
	<p>quality (1) 9:5 quarterly (1) 27:6 question (2) 26:6, 19 quickly (1) 15:2</p>			
	R			
	<p>raised (1) 28:18</p>			

should (4) 3:14 8:5 19:21 25:12 show (1) 9:24 shows (1) 8:16 Side (34) 3:8 5:15,18 6:11 7:22 8:4,7,11, 16,22 9:17 10:17,20,22 11:3,13 13:14 14:2,3,21 15:17,21 16:18 18:1,10 19:13,15,20 22:23 24:9,18 26:9 28:3 29:11 significant (2) 29:1,16 significantly (1) 9:5 since (2) 6:8 14:3 single (4) 12:17 23:10,10 24:2 situation (2) 8:9 25:3 sixth (1) 11:12 small (1) 23:24 smart (1) 12:23 social (2) 10:21 22:8 solution (1) 24:11 solve (1) 13:9 some (8) 7:2 20:3 23:15,24, 24 24:4,5 25:16 somebody (1) 12:20 something (4) 6:16 12:12 13:2 15:19 sometimes (1) 23:19 son (1) 14:2 Soon (1) 15:4 sound (1) 27:14	speak (3) 4:17 5:5 29:23 speaker (1) 4:15 special (3) 14:17 21:21 25:22 specific (1) 9:24 specifically (2) 27:4 28:21 speech (1) 19:18 spoke (2) 15:5, 15 spring (1) 28:3 stable (1) 10:18 staff (7) 8:18 16:10 19:7 20:9 21:19 23:14 27:22 standards (1) 6:21 start (1) 29:9 started (2) 17:20 19:18 State (9) 3:13, 22 4:7,11,21 24:9 25:6 30:4 31:1 staying (1) 19:14 steadily (1) 27:13 stenographic (1) 31:10 step (1) 18:13 steps (1) 10:8 still (4) 5:21 24:4 26:18,22 stint (1) 5:19 stopping (1) 14:15 strategies (1) 26:11 strategy (1) 27:21 streets (1) 11:17 strength (1) 10:6 striking (1) 25:17 strive (1) 13:14 strong (1) 28:16 struggle (1) 24:5 student (11) 6:15 9:7 10:19 12:3,15,17	15:22 21:8,16 22:8,11 students (31) 6:12,20,24 7:17 8:13,20 9:9,11 10:23 12:19 13:17, 18 14:2 15:8 16:1 19:9 20:15,17,19, 22 21:2,12,15, 18 23:1,6,9 24:4,8 25:23 28:24 submit (1) 19:1 submitted (1) 3:9 subscribed (1) 23:4 subsidize (1) 28:22 succeed (4) 7:3 13:23 26:4,14 success (10) 6:13 9:3 15:23 20:1 22:1,5,7,8 24:13 29:17 successes (1) 23:19 sum (1) 29:16 supplemental (1) 28:23 support (11) 15:11,16 16:4,9 17:7 19:7,9 25:5 27:4 28:15,19 supportive (3) 17:11 18:3 22:15 sure (2) 22:19 24:12 suspension (1) 21:7 sympathy (2) 25:24 26:5 system (3) 8:5 9:21 10:11	systems (1) 16:5 T take (4) 5:4 7:12 18:6,24 taken (2) 15:22 31:10 taking (2) 6:22 25:15 talented (1) 27:20 talk (1) 15:24 talked (4) 15:17 24:23,23 26:17 talking (2) 20:6 28:6 target (2) 20:20, 23 task (1) 25:24 tasks (1) 17:12 taught (2) 8:21 16:17 teach (2) 13:6,14 teacher (14) 9:20 11:12 12:1,8 14:9 15:18 16:11,17 17:20,24 20:5, 6 21:17 28:8 teachers (20) 6:3 8:13 10:5,15 14:5 15:23 16:6,10 17:9 19:7,8 20:4 22:14,16 23:15 24:23 25:18 26:16 27:8 28:5 teaching (6) 8:11 12:3 16:14,14 18:19 28:7 team (4) 9:24 16:5 23:21 26:10 terms (1) 20:8 test (1) 23:7 testament (1) 27:7 than (4) 12:13	23:6 25:3 28:18 Thank (7) 8:1 11:9 14:18 19:16 24:15 29:21 30:1 Thankfully (1) 19:2 their (15) 6:17 9:11,15 10:6 11:2,5 13:5, 10 16:1,10,12 19:6 20:20,23 22:19 them (17) 6:5,20 7:2,8 11:23 12:19 13:21, 23 17:12 19:14 23:24, 24 26:4,5,8, 14 29:10 therapeutic (1) 21:22 there (29) 5:21 6:4,18,18 7:8 8:3,22 10:8 12:1,22 14:14, 15,15 15:2 17:2,13,17 18:19 23:20, 22,23 24:7 26:6,7,18 27:24 28:3,4 29:22 thing (3) 19:2 23:20 24:12 things (6) 7:11 11:19 14:8,11 22:21 25:18 think (8) 13:6,12 24:22 25:4,14 27:18,19 29:5 thinkers (1) 13:7 thinking (1) 19:23 third (5) 5:21 8:24 11:13 16:13,19 three (5) 6:23
--	--	--	--	--

17:18 19:12 25:10 26:21 three- (1) 29:4 three-ring (1) 25:11 thrilled (1) 7:21 thrive (1) 9:10 throughout (1) 9:15 time (10) 4:4 5:6 6:12,14 7:2 8:12,21 12:9, 11 15:18 title (1) 19:19 today (6) 3:20 16:8 19:13 23:14 25:8 30:2 today's (1) 4:5 together (2) 4:22 18:15 tonight (1) 4:2 took (1) 5:15 top (1) 9:18 toward (1) 9:3 trajectory (1) 26:24 transcript (1) 31:10 tremendous (2) 26:7,21 trickle-down (1) 19:11 trimester (1) 21:10 true (2) 26:6 31:9 truly (1) 29:19 trying (1) 6:16 turn (2) 8:8 22:16 twice (2) 9:22,22 two (5) 16:16, 18,23 18:14 23:9 types (1) 18:15	U undergraduate (2) 16:15,24 understand (1) 12:21 understatement (1) 28:13 unique (2) 8:8 11:14 unlike (1) 15:7 up (5) 5:16 11:15,16 29:3, 10 us (9) 10:15 11:5 13:20,21 14:17 24:14 25:6,7 27:14 use (1) 23:7 V various (1) 28:22 videotaped (1) 9:23 viewed (1) 9:16 W waiting (2) 5:16 23:3 walk (3) 6:10 7:23 13:22 walking (1) 26:9 want (9) 9:12 12:12 13:11, 12 16:22 20:10 27:23, 24 28:14 wants (1) 13:8 watched (1) 28:10 way (5) 13:2,13 26:18,22 30:2 website (1) 4:11 week (1) 23:15 weird (1) 16:14 welcome (1) 5:11	went (1) 19:1 what's (1) 26:12 whatsoever (1) 6:14 whereas (1) 7:6 WHEREOF (1) 31:13 white (1) 21:16 whole (2) 19:2 27:10 whose (2) 7:17 19:21 Wilmington (2) 22:23 31:15 wish (1) 5:3 without (3) 16:3 19:14 25:17 WITNESS (1) 31:13 wonderful (1) 19:12 word (1) 11:18 work (5) 9:12 14:10 15:24 24:10 27:24 worked (5) 5:22 9:1 14:23 16:16 18:15 world (1) 24:6 Wow (1) 17:6 Wright (1) 24:20 write (1) 18:24 writing (1) 19:18 written (1) 4:22 Y year (13) 5:15 8:16 9:22 11:13,24 16:13,19 18:9, 10,18 23:10, 11 28:2 years (13) 5:20 6:23 8:11 16:17,18 19:12,15 23:9 26:21,23	27:16 28:19 29:20 youth (1) 6:7 Z Zip (1) 22:22 1 1 (1) 31:9 1,000 (1) 21:7 1.31 (1) 21:8 10th (1) 31:14 15 (1) 21:18 18 (2) 4:7,12 19802 (1) 22:22 2 20 (1) 25:22 2010 (1) 21:13 2011 (2) 14:22, 23 2013 (1) 21:11 2014 (4) 4:7,12 31:11,14 22 (1) 21:23 25 (1) 21:1 27 (1) 20:20 28 (1) 20:16 3 3:30 (1) 13:17 3:45 (1) 13:17 31 (1) 31:9 36 (1) 21:2 37 (1) 20:18 37.5 (1) 21:6 386 (1) 21:13 39 (1) 20:23 4 479 (1) 21:15 480 (2) 21:14,15	5 58 (1) 20:16 6 6 (1) 31:11 6.29 (1) 21:8 6:40 (1) 30:8 62 (1) 20:21 63 (1) 21:4 64 (1) 20:18 65 (2) 12:15 23:15 66 (1) 29:3 7 71 (1) 12:15 71.9 (1) 21:6 74 (2) 12:24,24 75 (1) 20:24 79 (1) 21:3 8 8 (1) 29:7 86 (1) 21:4 88 (1) 21:20 9 90 (1) 25:21 94 (1) 21:11 95 (2) 27:5,7
--	--	--	---	---