STATE OF NEW MEXICO

TRANSCRIPT OF PROCEEDINGS OPEN PUBLIC RENEWAL HEARINGS
A. Horizon Academy West
B. New Mexico Academy for the Media Arts

December 12, 2022
10:30 a.m. and 2:00 p.m.
CNM Workforce Training Center
5600 Eagle Rock Ave., NE, Room WTC101
Albuquerque, New Mexico
AND
Via Zoom Webinar Video Teleconference

REPORTED BY: Cynthia C. Chapman, RMR-CRR, NM CCR \#219
Bean \& Associates, Inc.
Professional Court Reporting Service
201 Third Street, NW, Suite 1630
Albuquerque, New Mexico 87102

JOB NO.: 6334 N (CC)


|  | 6 |  | 8 |
| :---: | :---: | :---: | :---: |
| 1 | Commissioner Voigt, would you mind doing roll? | 1 | (No response.) |
| 2 | COMMISSIONER VOIGT: Commissioner Manis. | 2 | COMMISSIONER VOIGT: Commissioner Voigt votes yes. |
| 3 | COMMISSIONER MANIS: Yes. | 3 |  |
| 4 | COMMISSIONER VOIGT: Commissioner Chavez. | 4 | Commissioner Taylor. |
| 5 | COMMISSIONER CHAVEZ: Yes. | 5 | (No response.) |
| 6 | COMMISSIONER VOIGT: Commissioner Robbins. | 6 | COMMISSIONER VOIGT: Commissioner Armijo. |
| 7 | COMMISSIONER ROBBINS: Yes. | 7 | (No response.) |
| 8 | COMMISSIONER VOIGT: Commissioner Gipson. | 8 | COMMISSIONER VOIGT: That motion passes |
| 9 | COMMISSIONER GIPSON: Yes. | 9 | with seven votes. |
| 10 | COMMISSIONER VOIGT: Commissioner | 10 | THE CHAIR: Okay. Now that we have the |
| 11 | Carrillo. | 11 | business taken care of, we are on to Item No. 4, |
| 12 | COMMISSIONER CARRILLO: Yes. | 12 | Charter School Renewals. This morning we have |
| 13 | COMMISSIONER VOIGT: Commissioner Burt. | 13 | Horizon Academy West here with us. |
| 14 | THE CHAIR: Yes. | 14 | A. HORIZON ACADEMY WEST |
| 15 | COMMISSIONER VOIGT: Commissioner Davis. | 15 | THE CHAIR: And the first item will first |
| 16 | (No response.) | 16 | be the Public Education Department Evaluation. So |
| 17 | COMMISSIONER VOIGT: Commissioner Voigt | 17 | Director Chavez. |
| 18 | votes yes. | 18 | DIRECTOR CORINA CHAVEZ: Thank you, |
| 19 | Commissioner Taylor. | 19 | Chair Burt. Welcome, everybody. |
| 20 | (No response.) | 20 | THE CHAIR: Actually, Director Chavez, |
| 21 | COMMISSIONER VOIGT: And Commissioner | 21 | before -- since it's our first one, I would prefer |
| 22 | Armijo. | 22 | to have them introduce themselves and then go to the |
| 23 | (No response.) | 23 | evaluation. |
| 24 | COMMISSIONER VOIGT: That motion passes, | 24 | All right. So those of you here for us, |
| 25 | seven, with three absences. | 25 | if you could start. If you could just introduce |
|  | 7 |  | 9 |
| 1 | THE CHAIR: Thank you. | 1 | yourself. |
| 2 | All right. The next item is Approval of | 2 | MS. STORM GONZALES: My name is Storm |
| 3 | the PEC Minutes and Transcripts, and I will move to | 3 | Gonzales. I'm president of the Governing Council of |
| 4 | approve the PEC Minutes and Transcripts. | 4 | Horizon Academy West. |
| 5 | COMMISSIONER GIPSON: Second. | 5 | MS. ALICE CHAVEZ: Alice Chavez, business |
| 6 | THE CHAIR: Thank you. There's a motion | 6 | manager for Horizon Academy West. |
| 7 | and a second. | 7 | MS. ANDREA GALLEGOS: Andrea Gallegos. |
| 8 | Any comment? | 8 | I'm the Dean of Students. |
| 9 | (No response.) | 9 | MS. CARISSA CANTRELL: Good morning. |
| 10 | THE CHAIR: All right. Commissioner | 10 | Carissa Cantrell. I'm the Executive Director of |
| 11 | Voigt. | 11 | Horizon. |
| 12 | COMMISSIONER VOIGT: Commissioner Manis. | 12 | THE CHAIR: Thank you. I appreciate that. |
| 13 | COMMISSIONER MANIS: Yes. | 13 | I'll remember for the next ones now that we have |
| 14 | COMMISSIONER VOIGT: Commissioner Chavez. | 14 | this one going. |
| 15 | COMMISSIONER CHAVEZ: Yes. | 15 | DIRECTOR CORINA CHAVEZ: And I'm not sure |
| 16 | COMMISSIONER VOIGT: Commissioner Robbins. | 16 | if the school has audiovisual presentations to make. |
| 17 | COMMISSIONER ROBBINS: Yes. | 17 | That might be something that you cue up and let |
| 18 | COMMISSIONER VOIGT: Commissioner Gipson. | 18 | folks know about. |
| 19 | COMMISSIONER GIPSON: Yes. | 19 | But I'm going to go ahead and say good |
| 20 | COMMISSIONER VOIGT: Commissioner | 20 | morning to all. Good to see -- good to see you |
| 21 | Carrillo. | 21 | here. I want to make some introductory statements |
| 22 | COMMISSIONER CARRILLO: Yes. | 22 | before I talk specifically about Horizon Academy |
| 23 | COMMISSIONER VOIGT: Commissioner Burt. | 23 | West. |
| 24 | THE CHAIR: Yes. | 24 | I'd first like to start out by expressing |
| 25 | COMMISSIONER VOIGT: Commissioner Davis. | 25 | gratitude towards everyone who has worked so hard in |


|  | 10 |  | 12 |
| :---: | :---: | :---: | :---: |
| 1 | this process: the schools, their teachers, the | 1 | and was the implementation of those terms evident in |
| 2 | community, all the Public Education Commissioners, | 2 | the renewal application, in the site visit, and in |
| 3 | all the PED Charter Schools Division staff and | 3 | the site visit reports for the last four years?" |
| 4 | contractors who are part of the site visits, and all | 4 | We acknowledge that there is always room |
| 5 | the documentations and contributed behind the | 5 | to improve any process and recognize that there were |
| 6 | scenes. I have such deep gratitude. | 6 | components to this review process that could have |
| 7 | This is a complex process that started on | 7 | been refined. |
| 8 | October -- well, started on day one of charter | 8 | First, the renewal documents sent to the |
| 9 | school approval, really. But the renewal process | 9 | school were not as comprehensive as the CSD would |
| 10 | started on August 19th when the CSD submitted a | 10 | have liked. At the same time, it was important to |
| 11 | preliminary set of information, known as Part A, to | 11 | get those reports to the schools as quickly as |
| 12 | the school. It was preliminary because we lacked | 12 | possible. |
| 13 | data. So it had preliminary proficiency data. | 13 | As you know, we have been waiting for the |
| 14 | Annual reports from the '21-'22 school | 14 | State to release student academic performance data. |
| 15 | year was sent to the school September 12th. | 15 | And because of this baseline year, growth data has |
| 16 | Part B, which is the school's submission, | 16 | not come in; so that was something that we were |
| 17 | was sent to CSD on September 15th. | 17 | unable to take into consideration. |
| 18 | The Horizon Academy site visit was | 18 | Also, we asked for and carefully read |
| 19 | September 29th. | 19 | schools' responses to the preliminary report. We |
| 20 | And on November 1, CSD sent a preliminary | 20 | corrected any ratings that warranted correction if |
| 21 | analysis to the school. | 21 | evidence was presented to justify a change. |
| 22 | On November 15th, the school sent a | 22 | Some of the responses did not. In this |
| 23 | response. | 23 | case, we did make a change to the Horizon Academy |
| 24 | And on December 1st, the CSD sent a final | 24 | rating. |
| 25 | recommendation to the school and to the PEC. | 25 | Second, we acknowledge that in the renewal |
|  | 11 |  | 13 |
| 1 | Renewing schools is a complex process. | 1 | application, it stated that CSD would send each |
| 2 | And circumstances particular to the past four years | 2 | renewal applicant and the PEC a preliminary renewal |
| 3 | make the renewal process even more challenging. | 3 | analysis that it would include a preliminary |
| 4 | For one, policies and practices have | 4 | indication of the recommendation, either to renew, |
| 5 | evolved at the PED. Some of what is in the | 5 | non-renew, or renew with conditions. |
| 6 | Performance Framework is no longer applicable. | 6 | A very specific indication of the |
| 7 | Which is why we are revising the Performance | 7 | recommendation was not offered in the preliminary |
| 8 | Framework. | 8 | analyses. However, the ratings provided in Part B, |
| 9 | And I encourage all of you to be involved | 9 | Progress Report, do provide insight into how CSD |
| 10 | in that process. I even have copies of the draft if | 10 | understood the schools' performance. |
| 11 | you'd like one. | 11 | Finally, during this process, it became |
| 12 | And also the global pandemic created new | 12 | clear that many school leaders were unclear as to |
| 13 | challenges for all schools and for education, | 13 | what would be covered in the renewal or what |
| 14 | generally. | 14 | feedback and commentary would be included in the |
| 15 | And, lastly, there is always a balance | 15 | preliminary analysis. |
| 16 | between holding charter schools to the same, if not | 16 | To that degree, PEC would -- CSD would |
| 17 | more rigorous, standards than traditional schools | 17 | like to reiterate that the school is responsible for |
| 18 | and honoring schools' autonomy as unique entities. | 18 | implementing with fidelity the terms agreed to in |
| 19 | The Charter Schools Division diligently | 19 | the contract and to comply with all state and |
| 20 | reviewed what was promised in each charter school's | 20 | federal regulations, rules, and statutes. |
| 21 | contract with the Public Education Commission. The | 21 | Ultimately, the renewal process is a time |
| 22 | terms in that contract were at the core of the | 22 | for making the serious decision about whether to |
| 23 | renewal process. | 23 | renew the school's contract, but it is also a time |
| 24 | Essentially, we were asking, "Did the | 24 | for reflection. The preliminary analyses are meant |
| 25 | school implement what was promised in the contract, | 25 | to offer an opportunity for each school and the PEC |


|  | 14 |  | 16 |
| :---: | :---: | :---: | :---: |
| 1 | to reflect about what has happened in the learning | 1 | but the floor is yours. |
| 2 | community; specifically, how the successes can be | 2 | MS. MELISSA BROWN: And if the school |
| 3 | sustained and how the areas in need of improvement | 3 | could please identify themselves as they're speaking |
| 4 | can be improved. | 4 | so that the court reporter knows who's talking. |
| 5 | In the case of Horizon Academy West, we | 5 | MS. CARISSA CANTRELL: Good morning again. |
| 6 | are recommending that the school be renewed for a | 6 | This is Carissa Cantrell. I am the Executive |
| 7 | term of five years with no conditions. | 7 | Director, Principal, Nurse, sometimes, Assistant |
| 8 | We did not see that the school had | 8 | Principal. You know how it goes in charter schools. |
| 9 | violated any terms of the New Mexico statutes, as | 9 | We wear many hats. |
| 10 | stated in the CSD's preliminary renewal analysis. | 10 | I have my wonderful team with me today, |
| 11 | And the school was observably evident -- excuse me. | 11 | and we have just a quick presentation for you. |
| 12 | The school has observable evidence that suggested | 12 | we love to share about our school. And we |
| 13 | that the educational program aligned with what was | 13 | hope that at the end, you will know that we extend |
| 14 | in the contract and was implemented with fidelity. | 14 | an invitation to all of you Commissioners to please |
| 15 | The school's preliminary ratings were | 15 | join us and come see us and come meet our staff and |
| 16 | changed in the Student Outcomes indicator because | 16 | our students. |
| 17 | the school was able to provide some information, and | 17 | So, again, I'm the Executive Director. |
| 18 | we were able to verify, that the Student Outcomes | 18 | Next to me is Andrea Gallegos, my Dean of |
| 19 | rating should be Meets Standards. That is in the | 19 | Students, assistant, right-hand person, whatever |
| 20 | final renewal recommendation. | 20 | else she's doing that day as well. |
| 21 | Horizon Academy West is a school located | 21 | Alice Chavez, our business manager and |
| 22 | in Albuquerque. It is a pre-K through sixth-grade | 22 | CPO. |
| 23 | school. It is authorized to serve 500 students. | 23 | And Storm Gonzales who is our president of |
| 24 | The current enrollment is 403 students. | 24 | our governing council. |
| 25 | All of the documents that I mentioned as | 25 | So talked a little bit about our mission. |
|  | 15 |  | 17 |
| 1 | part of this process can be found on the PEC's | 1 | I won't read the mission again. However, I do want |
| 2 | website. I know that it's a lot to toggle back and | 2 | to say that we're very -- we really take a real |
| 3 | forth between the documents, so I'm just going to | 3 | heavy look at what our mission looks like and what |
| 4 | read the school's mission and -- and, again, | 4 | our mission sounds like during the day. It's very |
| 5 | reiterate that, indeed, we hope that the PEC will | 5 | important to us. It's very important that our |
| 6 | renew this school. | 6 | students can reiterate in kid-speak what that |
| 7 | "Horizon Academy West has committed to | 7 | mission will look like and sound like. |
| 8 | educational excellence, and our staff is dedicated | 8 | So while meeting and exceeding the Core |
| 9 | to providing a rigorous, creative, well-rounded | 9 | Standards every day, our teachers have autonomy, |
| 10 | education for all students. Our school is committed | 10 | they have creativity, flexibility to be able to |
| 11 | to helping each student master his or her subjects | 11 | create project-based lessons. You would see that in |
| 12 | and learn to think critically and creatively." | 12 | most majority of our classrooms right now at this |
| 13 | I was unable to make the renewal site | 13 | moment. They are cross-curricular, so they take a |
| 14 | visit to Horizon Academy West. But last year, I was | 14 | lot of those standards and make sure that they're |
| 15 | able to go on the site visit to the school, and I | 15 | meeting many over the course of the day. |
| 16 | appreciate the use of data and the way that students | 16 | Students are actively engaged. Students |
| 17 | are treated by the adults in the school and | 17 | are encouraged to extend their own learning and |
| 18 | supported to make the progress that we are able to | 18 | based on their own interests. |
| 19 | see in the information that was provided for the | 19 | Teachers and staff foster the success of |
| 20 | school's outcome and for students at the school. | 20 | all learners academically, socially, emotionally, |
| 21 | Thank you. | 21 | and physically, making sure that it really does come |
| 22 | THE CHAIR: Thank you, Director Chavez. | 22 | to fruition as you walk in our building. |
| 23 | All right. That will take us to Item No. -- Item | 23 | As a state charter school, we serve from |
| 24 | Letter B, which is the School Comments. | 24 | all ZIP Codes in Albuquerque and surrounding areas. |
| 25 | So this will be no more than 30 minutes, | 25 | We also have had students from the East Mountains. |


|  | 18 |  | 20 |
| :---: | :---: | :---: | :---: |
| 1 | We've had students as far as even going towards | 1 | year, students earn BEAR Bucks, so they get to spend |
| 2 | Santa Fe , which is exciting to know that parents | 2 | those at the store for demonstrating great |
| 3 | want to drive to Horizon for their students. | 3 | behaviors. |
| 4 | Word of mouth from family and friends, | 4 | Our store is open once a month for |
| 5 | neighbors, coworkers, is powerful. We all know | 5 | students to purchase trinkets and/or experiences, |
| 6 | that, and so we don't take that lightly. | 6 | like will buy them lunch with Ms. Andrea and |
| 7 | When it comes to enrollment, the majority | 7 | Ms. Cantrell. They get to help the custodian; |
| 8 | of our families will tell us, "We come because of a | 8 | that's a popular one right now, to help Mr. Steve. |
| 9 | neighbor, of a friend." | 9 | And other things like Lunch DJ. |
| 10 | "We've had other kiddos here." "We've had | 10 | So if you ever want to come at lunch, you |
| 11 | cousins here." | 11 | can be our lunch DJ. The kids are super excited |
| 12 | And it becomes such a great thing to see | 12 | about that. |
| 13 | siblings and older siblings and then parents that | 13 | And here's a picture of our mascot, Oso. |
| 14 | went to Horizon now bringing their littles. | 14 | The kids named Oso for us. |
| 15 | The majority of our parents enter our | 15 | And then you'll see those posters in all |
| 16 | lottery as soon as day one hits. They're very | 16 | of the areas of our building. Basically, they're |
| 17 | interested in knowing that they're going to get in, | 17 | coloring in their puzzle pieces as they're |
| 18 | and they call often to find out when our lottery is. | 18 | demonstrating behaviors as a class, and then as a |
| 19 | We have a waiting list right now, with the | 19 | school. |
| 20 | majority in pre-K and kindergarten, as can be | 20 | The "Go Bears" to the left, that's our |
| 21 | expected, with a few at each grade level, one | 21 | school poster. And then the one on the door happens |
| 22 | through three. | 22 | to be one of the classrooms. |
| 23 | And you can see, currently, we are, pre-K | 23 | They're very excited about coming to |
| 24 | to 5, 488 students; K-to-5, 428. | 24 | Ms. Andrea, who announces, in her cheerleader voice, |
| 25 | We are excited to be up 59 students from | 25 | when someone has colored in their entire puzzle. |
|  | 19 |  | 21 |
| 1 | last year, which is, again, a testament to our | 1 | And then she will provide parties or some fun things |
| 2 | mission. Our waiting list has 22 pre-K, 14 | 2 | for them to look forward to when they've colored in |
| 3 | kindergarteners. | 3 | their bear. |
| 4 | And to note, high teacher retention. And | 4 | Our educational program. We use MyMath |
| 5 | the high teacher retention, I believe, is a | 5 | and myView Literacy at all grade levels. |
| 6 | testament to our mission and vision that we provide | 6 | As you know, there is no silver bullet to |
| 7 | every single day. | 7 | curriculum. So teachers supplement. We have |
| 8 | We were able to add a classroom over the | 8 | digital components of both of those as well. But |
| 9 | last few years at kindergarten, first, and fourth | 9 | teachers do supplement with standards-based |
| 10 | grade. So we're excited about that. | 10 | collaborative projects. |
| 11 | One thing that we chose to really look at | 11 | Some things to note. We meet and exceed |
| 12 | is, again, what it looks like and sounds like when | 12 | State standards. We have hired two reading and math |
| 13 | you walk into Horizon. So we created a BEARS Pledge | 13 | interventionists. We have a counselor. We have a |
| 14 | with all of our stakeholders. | 14 | special education program, gifted education program, |
| 15 | Ms. Andrea really put that out there to | 15 | and we have eight TESOL-endorsed teachers that |
| 16 | our entire community for an entire summer, and then | 16 | support the learning of our EL population. |
| 17 | even into August and September of last year, really | 17 | So we're super excited that we really |
| 18 | making sure that we got some great feedback from | 18 | truly do meet the needs of all. |
| 19 | parents and students and grandparents and whoever | 19 | And just some cute pictures of kids, |
| 20 | wanted to comment on our BEARS Pledge. | 20 | because who doesn't like to look at our cute kiddos. |
| 21 | We recite our BEARS Pledge every single | 21 | The middle one is lunchtime, because that's always a |
| 22 | morning, and we created the pledge to put our | 22 | fun time. But you'll see they are actually making, |
| 23 | mission into daily practice and to create positive | 23 | doing to exceed those standards. |
| 24 | behavior supports for our students. | 24 | Two of the pictures are fifth graders |
| 25 | All stakeholders were involved. And this | 25 | reading to our kindergarteners. And they try to do |


|  | 22 |  | 24 |
| :---: | :---: | :---: | :---: |
| 1 | that once a week. Right now during the holidays, | 1 | that we can go out, but also bring community in. |
| 2 | it's been a little fun, as they're doing other | 2 | And so what are some things that we've |
| 3 | things. But they really do try to do those | 3 | done? |
| 4 | cross-grade-level types of experiences. And it's | 4 | Canned food drives for the Rio Grande Food |
| 5 | super cute to watch the fifth graders become leaders | 5 | Project. |
| 6 | for our kindergarteners. | 6 | Joy Junction. |
| 7 | Our assessment data is above State average | 7 | Foster Grandparent Program. We have |
| 8 | for both ELA and math for third, fourth, and fifth | 8 | Grandma Linda that comes in and is with our littles |
| 9 | grades. And we recognize the need to use multiple | 9 | during the day every day. And -- because she |
| 10 | data points. | 10 | volunteers and wants to be with us, it's super cute, |
| 11 | We guide our instruction looking at that | 11 | through the Albuquerque -- City of Albuquerque. |
| 12 | data. Teachers are reflective, and they meet with | 12 | Also our BEMP program, our fourth graders. |
| 13 | their grade-level and/or district test | 13 | That is the environmental program. And so they do a |
| 14 | coordinator/instructional coach each month to | 14 | lot of data collection with real scientists and real |
| 15 | discuss progress. | 15 | ecologists, and they're excited about that as well. |
| 16 | Everyone has a binder. And we say that | 16 | And Assisted Living Home. The Argos Dog |
| 17 | binder is not just on a shelf collecting dust. They | 17 | Shelter. |
| 18 | are actually using those binders every single day to | 18 | Ongoing is pop tabs for the Ronald |
| 19 | meet those needs. | 19 | McDonald House. Our kindergarteners lead that. |
| 20 | Instructional strategies that have been | 20 | Thanksgiving baskets for families in need. |
| 21 | successful are shared in these meetings. And things | 21 | And the Baptist church across the street |
| 22 | that they might say: "You know what? It's not | 22 | just recently did a coat drive for us. And how |
| 23 | working, and so let's not continue. Let's look at | 23 | many? Over 50 coats for our children were |
| 24 | other ways to meet those student needs." | 24 | collected. So we were super excited for that |
| 25 | Our spring test results, we were super | 25 | partnership. |
|  | 23 |  | 25 |
| 1 | excited to show the blue that shows that we were | 1 | And just some pictures. We have never had |
| 2 | above State. And we really celebrated our wins when | 2 | that great of a canned food drive, so we had to take |
| 3 | we drilled down to those different subtests. | 3 | pictures and send that out in our newsletter. We |
| 4 | So we also use Istation to really talk | 4 | like to think it was because we had a cute little |
| 5 | monthly and really to draw a correlation between | 5 | turkey in our hallway. But it went down the hall. |
| 6 | those data points. | 6 | And all of those -- the Rio Grande Food Project, the |
| 7 | So this one is overall reading. We're not | 7 | manager, came and said, "I'm going to have to come |
| 8 | quite finished with December yet. So we don't have | 8 | back a second day to make another trip." |
| 9 | all of our kiddos' progress. But 60 percent of our | 9 | So we were super excited to be able to |
| 10 | students meet or exceed grade-level standards with | 10 | help with that, too. |
| 11 | five months to go. | 11 | Family engagement is very, very important |
| 12 | We are very proud of that. And we | 12 | to us. Family engagement directly is a direct |
| 13 | continue to really work on that. | 13 | correlation with how students are going to succeed |
| 14 | Our teachers like to see, obviously, those | 14 | in school. And so we want to build positive |
| 15 | red boxes shrink, which they are. And we really | 15 | relationships with our families. |
| 16 | like to see those green grow. So that means that | 16 | We have an active and supportive PTO, an |
| 17 | our kiddos are exceeding those standards. | 17 | active and supportive governing council. And with |
| 18 | And then this is our overall math. Again, | 18 | fundraisers and donations, we've been able to make |
| 19 | December is not quite complete. But 56 of our | 19 | improvements to our playground and our field this |
| 20 | students meet or exceed grade-level standards. And, | 20 | fall. |
| 21 | again, five more months to go, so we're excited | 21 | This year, we -- as we welcome families |
| 22 | about that as well. | 22 | back to in-person events, finally, we're planning |
| 23 | So our Bears in the Community. | 23 | parent education nights as well. That's one thing |
| 24 | So part of our charter is to really seek | 24 | that when we did surveys, we found that parents were |
| 25 | out community and community projects, community ways | 25 | saying, "How do I read to my child?" "How do I |


|  | 26 |  | 28 |
| :---: | :---: | :---: | :---: |
| 1 | select books that are appropriate?" "What are some | 1 | All right. The next item is going to be |
| 2 | math games that I can play with them at night?" | 2 | Public Comment. And so thank you, Missy. |
| 3 | And so we're really looking at ways to | 3 | MS. MELISSA BROWN: We do not have anybody |
| 4 | really partner with our families. | 4 | signed up for Public Comment. |
| 5 | Reading strategies, math strategies, using | 5 | THE CHAIR: Okay. And I know you just |
| 6 | manipulatives, those kinds of things. | 6 | gave us some of those testimonials at the end there. |
| 7 | And so, again, we've had Harvest Fest and | 7 | All right. So that will take us to |
| 8 | our Turkey Bingo. We will have our Holiday Light | 8 | Item "d.," which is PEC Questions. |
| 9 | Drive-Through on Thursday. Come join us. Santa and | 9 | So, Commissioner Voigt, Commissioner |
| 10 | the Grinch will be making an appearance. | 10 | Carrillo. And I can see you -- I can see you |
| 11 | Mother-Son event, Father-Daughter Dance, | 11 | online, so just raise your digital hand and I'll get |
| 12 | Teacher Appreciation Week. We had an Explora | 12 | you right into the queue whenever you have your hand |
| 13 | Science Night, Literacy Night, and we will be having | 13 |  |
| 14 | a STEM Night. | 14 | Commissioner Voigt. |
| 15 | We just have some testimonials from our | 15 | COMMISSIONER VOIGT: Okay. Thank you, |
| 16 | community. "As parents of two children, we are in | 16 | Madam Chair. Thank you for being here. It's great |
| 17 | the middle of our tenth consecutive year at HAW. We | 17 | to hear about your school. |
| 18 | continue to return each year because we trust in the | 18 | This is probably my favorite thing to do |
| 19 | educators that represent HAW as well as the | 19 | on the Commission, because you get to hear in depth |
| 20 | leadership. We are very pleased with the continuous | 20 | from the school about their awesome program. So |
| 21 | safety improvements that the school has put in place | 21 | thanks for sharing that. |
| 22 | over the years for our HAW community." | 22 | I know your school. You're established. |
| 23 | "Horizon Academy West provides us with a | 23 | You've been around for decades. Yeah, decades. And |
| 24 | sense of community and has a great atmosphere." | 24 | so -- and that shows. So you know what you're |
| 25 | And this is my favorite. | 25 | doing, and you're confident, and you have some |
|  | 27 |  | 29 |
| 1 | "HAW has been able to cater to each of our | 1 | really quality programs in place. So thanks for |
| 2 | children. Each of our children is very different. | 2 | making that available to your community. |
| 3 | We have children who are gifted. We have a child | 3 | So I just had a question, because I saw in |
| 4 | who lags a little behind. We have a child with | 4 | the documents that the new MLSS, when it came out -- |
| 5 | autism in need of special education. But the | 5 | was the confusion with your contractors? I know it |
| 6 | teachers and staff at HAW have helped each one excel | 6 | wasn't from the school. But I was wondering if they |
| 7 | individually. The smaller class size allows for the | 7 | were misinformed possibly through their agency of |
| 8 | kids to receive the best education possible." | 8 | employment. |
| 9 | And this from one of our parents. | 9 | MS. CARISSA CANTRELL: It wasn't |
| 10 | "As a sixth-grade language arts | 10 | necessarily I would say misinformed. They hadn't |
| 11 | teacher..." -- and she's in APS -- "...I have had | 11 | had training. |
| 12 | the pleasure of teaching students who previously | 12 | And so when they came to the building, |
| 13 | attended HAW. I have to say I was impressed with | 13 | they just didn't know what we knew. And so it was |
| 14 | their writing, problem-solving skills, reading | 14 | just that closing the loop. |
| 15 | comprehension, and the ability to listen and follow | 15 | COMMISSIONER VOIGT: Okay. Super. And |
| 16 | directions." | 16 | I'm sure -- because -- because I've dealt with other |
| 17 | And that was our staff at our opening | 17 | on-site contractors that come in to provide |
| 18 | meetings. We went downtown and -- to Old Town, and | 18 | services. Every school will make it unique to their |
| 19 | we had a scavenger hunt and some team building. | 19 | own environment, whatever procedures they have in |
| 20 | And we just want to say thank you for this | 20 | place. So that's great. That sounds like an easy |
| 21 | opportunity. We take every chance we can get to | 21 |  |
| 22 | share the good news at Horizon, and we thank you for | 22 | I wanted to commend you on giving your |
| 23 | your time. | 23 | students ownership of their learning. For them to |
| 24 | THE CHAIR: All right. Thank you, | 24 | be able to extend their own learning and challenge |
| 25 | Director. | 25 | themselves, and I'm sure to be commended for that as |


|  | 30 |  | 32 |
| :---: | :---: | :---: | :---: |
|  | well, that's awesome that you provide that challenge |  | or grade-specific learning. So that's great that |
| 2 | for your kids and that they pick it up, right? | 2 | you are thinking out of the box and letting your |
| 3 | How many kids actually do that for -- I'm | 3 | kids work towards mastery with different grade and |
| 4 | not saying to, but for themselves -- extend their | 4 | age levels. Very progressive. Thank you for doing |
| 5 | learning? | 5 | that. I love it. |
| 6 | MS. CARISSA CANTRELL: It's interesting. | 6 | And I think it's really wonderful that you |
| 7 | You would think that it's just -- just our kiddos | 7 | included the Grinch in your Santa and Grinch Day. |
| 8 | that have been identified gifted. But when you walk | 8 | So that's also out of the box. Thank you. |
| 9 | in and out of the classrooms, you hear statements | 9 | All right. Thanks very much. I |
| 10 | of, "Well, what if I went and did this?" | 10 | appreciate you. |
| 11 | Or, "Can I go and -- can I please do some | 11 | MS. CARISSA CANTRELL: Thank you. |
| 12 | more research on this topic?" | 12 | THE CHAIR: Commissioner Carrillo. |
| 13 | And teachers promote and allow them to go | 13 | COMMISSIONER CARRILLO: Thank you. Thank |
| 14 | in, then. And the next day, "I'm going to be an | 14 | you for the presentation and for being here. |
| 15 | expert" -- they call them "experts" -- "I'm going to | 15 | It's -- Glenna pretty much touched on, you |
| 16 | be an expert on STEM." | 16 | know, everything. It sounds like just a really |
| 17 | I'm going to be an expert on" -- they did | 17 | wonderful place for kids to be and for parents to |
| 18 | Explora projects. | 18 | have their children. |
| 19 | And so some kiddos then took their Explora | 19 | Especially, as Glenna had mentioned, the |
| 20 | project and created busts with papier-mache, and | 20 | idea of, you know, the young kids presenting their |
| 21 | they were able to present -- and I think the | 21 | learning. How often do we see now, unfortunately, |
| 22 | majority of our kids liked to do it because they can | 22 | children in middle and high school, they can't even |
| 23 | go and then present and become experts. | 23 | look you in the eye and shake your hand, let alone |
| 24 | COMMISSIONER VOIGT: You know, that says a | 24 | get in front of a classroom or other children and |
| 25 | lot, that kids are curious and that you're sparking | 25 | present something. So starting at this age, the way |
|  | 31 |  | 33 |
| 1 | that curiosity, because that's everything, being | 1 | that builds self-confidence and maturity is |
| 2 | full of wonder, being curious. And that they want | 2 | fantastic. So thank you for doing that. |
| 3 | to present their learning, that's huge. I mean, | 3 | I'm always curious about schools from down |
| 4 | that's equivalent to, you know, doing a doctoral | 4 | here. I'm not from down here, and I come down |
| 5 | thesis or a master's degree. I mean, when you want | 5 | La Bajada, really, as I have to, as opposed to any |
| 6 | to stand up in front of other people and defend and | 6 | other time. Where is this school relative to |
| 7 | talk about what you know and why it's important, | 7 | everything else in Albuquerque? |
| 8 | that's great stuff. I wish we could all think more | 8 | MS. CARISSA CANTRELL: We are on the west |
| 9 | like scientists. | 9 | side of the Ladera West neighborhood. So Coors and |
| 10 | So about your lunches, because that's | 10 | Ouray, way west. |
| 11 | great that you had a packed room. I'm just curious | 11 | COMMISSIONER CARRILLO: Way -- okay. |
| 12 | who's your lunch vendor? | 12 | Great. Have you been there the whole 20 years? |
| 13 | MS. CARISSA CANTRELL: Canteen is our | 13 | MS. CARISSA CANTRELL: No, ten years, |
| 14 | lunch vendor. | 14 | we've been in that building. We were over by the |
| 15 | COMMISSIONER VOIGT: Okay. That's super. | 15 | Walmart at one point, as well, in the same area. |
| 16 | Do you all have a salad bar? | 16 | COMMISSIONER CARRILLO: Okay. Cool. |
| 17 | MS. CARISSA CANTRELL: We do have a salad | 17 | The question I have -- it's challenging. |
| 18 | bar this year. They brought it back. Kids are | 18 | I mean, sometimes for a school, if you've got 25 |
| 19 | super excited. | 19 | proficiency here and there, you know, raising it to |
| 20 | COMMISSIONER VOIGT: That's super. That's | 20 | 30 sometimes is less of a challenge than when you're |
| 21 | really wonderful. That's fantastic. | 21 | at your level raising it, you know, by five points |
| 22 | So the cross grade level with your kids, | 22 | or ten points or whatever it might be. |
| 23 | that is also a really wonderful thing to hear about, | 23 | So, first off, very impressed about where |
| 24 | because your kids are -- they're mastery learning. | 24 | you rate in terms of schools not only in the |
| 25 | They're not just in a silo of age-specific learning | 25 | district but in the state. So, clearly, you're |


|  | 34 |  | 36 |
| :---: | :---: | :---: | :---: |
| 1 | doing lots of things right. But that also means | 1 | testament of charter schools going forward. I can't |
| 2 | that we don't keep our -- we don't let our foot off | 2 | speak enough on how wonderful starting at a charter |
| 3 | the gas. | 3 | school has been for us. |
| 4 | So I'm curious as to, where you have a lot | 4 | And so that's, on a personal level, how I |
| 5 | of proficiencies here that are in their upper 40s, | 5 | view where these kids go after -- you know, after |
| 6 | and then 50 in science -- that is so cool -- what's | 6 | Horizon Academy West. I feel like Horizon Academy |
| 7 | your plan to increase this? | 7 | West really sets them up for success and gives them |
| 8 | And for me, personally, I think reading is | 8 | the tools and the processes that they need in order |
| 9 | the most important thing there is on the planet. | 9 | to succeed in middle school and in high school. |
| 10 | What's your plan especially to get that boost you | 10 | Absolutely. |
| 11 | want in reading? | 11 | COMMISSIONER CARRILLO: Did your kids go |
| 12 | MS. CARISSA CANTRELL: Absolutely. Good | 12 | to APS for middle and high? |
| 13 | point. And we talk about it every day. | 13 | MS. STORM GONZALES: They did not. They |
| 14 | It's important to us that we meet. That's | 14 | attended the Public Academy for Performing Arts, |
| 15 | why we meet every month as grade levels, and then | 15 | which starts at sixth grade and goes to 12th grade. |
| 16 | across grade levels, to really talk about those -- | 16 | Both have excelled at both schools. Both graduated |
| 17 | we call them our "bubble" kids. How do we move | 17 | high school with their associate's degree. Yeah, |
| 18 | them? How do we keep moving everyone? And those | 18 | absolutely. |
| 19 | conversations really take place because of that. | 19 | And so, again, like I said, I feel like, |
| 20 | So this year, at the end of last year, | 20 | you know, 90 percent of that was the fact that they |
| 21 | teachers came and said, "We really want to look at a | 21 | started at Horizon from the get-go. |
| 22 | curriculum that'll help us do that." | 22 | COMMISSIONER CARRILLO: Do, mostly, kids |
| 23 | And so we partnered with Savvas Learning | 23 | stay in the charter world as opposed to going to |
| 24 | and myView Literacy in reading, specifically, so | 24 | APS? |
| 25 | that we had consistency at all grade levels so that | 25 | MS. STORM GONZALES: Yeah, yeah. We |
|  | 35 |  | 37 |
| 1 | we had a valid and reliable foundation. And with | 1 | find -- in fact, my oldest daughter is on the board |
| 2 | that, then they actually have lessons directly for | 2 | at her former high school as a board member. |
| 3 | your upper, your middle, and your kiddos that might | 3 | COMMISSIONER CARRILLO: How cool is that? |
| 4 | need some remediation. And so that's kind of how | 4 | MS. STORM GONZALES: It's awesome. So her |
| 5 | we're addressing those kiddos as well. | 5 | and I get to bounce a lot of ideas off of each |
| 6 | COMMISSIONER CARRILLO: Neat. So being | 6 | other. And she's found that a lot of the kids that |
| 7 | successful as you are and being a K-5 -- or a | 7 | she went to school with and a lot of the kids that |
| 8 | pre-K-5, where do kids end up going after your | 8 | are currently in PAPA did come from charter schools. |
| 9 | school? Is there a place that you find you're the | 9 | Or -- or it was a lot of kids that tried public |
| 10 | funnel for? | 10 | school and just didn't have a good fit and found |
| 11 | MS. CARISSA CANTRELL: I'll have Storm | 11 | that charter schools were a lot better, you know, |
| 12 | take that one, because you're a parent and a | 12 | size for them. |
| 13 | council -- | 13 | COMMISSIONER CARRILLO: Cool. Thank you |
| 14 | MS. STORM GONZALES: So both of my | 14 | very much. Glad you're here. And glad to be able |
| 15 | daughters attended Horizon Academy West. I | 15 | to meet you. |
| 16 | currently now have -- and I'm going to boast just a | 16 | THE CHAIR: Commissioner Gipson. |
| 17 | little bit. My oldest is graduating summa cum laude | 17 | COMMISSIONER GIPSON: Thanks. So thanks |
| 18 | from UNM this Friday with her bachelor's in | 18 | for that presentation. |
| 19 | psychology. | 19 | And I truly do appreciate even the comment |
| 20 | COMMISSIONER CARRILLO: Congratulations. | 20 | that you made about looking at strategies you're |
| 21 | MS. STORM GONZALES: And my youngest will | 21 | using that sometimes don't work and rethinking and |
| 22 | graduate another charter school high school as | 22 | retooling. And that's -- you know, that's always |
| 23 | valedictorian in May. | 23 | appreciated. And that conversation with governance |
| 24 | So that is a true testament to me on where | 24 | council, you know, that makes -- that makes a great |
| 25 | they started in elementary school and the true | 25 | school. |


|  | 38 |  | 40 |
| :---: | :---: | :---: | :---: |
| 1 | And I like the fact you're celebrating | 1 | and active, or more active? |
| 2 | additional students. But there was a little tiny | 2 | MS. CARISSA CANTRELL: I think, honestly, |
| 3 | glitch, it looks like, of retention from -- I think | 3 | again, it was just getting people in person, that |
| 4 | it was last year -- from last year to this year. So | 4 | Zoom was not always that great. But we've met. The |
| 5 | could you just -- I think it was last year to this | 5 | CLR framework is up and going. We actually were |
| 6 | year? | 6 | asked to present our CLR framework to one of the |
| 7 | MS. CARISSA CANTRELL: I think that the | 7 | larger meetings, so we were excited about that, |
| 8 | retention piece has really been because of the | 8 | which shows that our work was recognized. |
| 9 | pandemic. We don't like to use that as an excuse | 9 | And so I think, honestly, now, it's just |
| 10 | anymore. However, that's what we were finding, | 10 | really -- and we have talked about this in the last |
| 11 | parents that said, "I just need to be home for my | 11 | week -- it's just now just setting those dates on |
| 12 | kiddos." | 12 | the calendar for meetings. So we have our -- we |
| 13 | And then this year, we saw people return | 13 | have parents ready to go. We have, you know, all of |
| 14 | and say, "We're ready to be in-person." | 14 | that. |
| 15 | We didn't -- it was interesting. Some of | 15 | COMMISSIONER GIPSON: So you've got the |
| 16 | the things, as we looked at that data to say, okay, | 16 | groundwork -- |
| 17 | where's our -- where are the glitches? Where are | 17 | MS. CARISSA CANTRELL: Absolutely. |
| 18 | the people that are leaving, and where are they | 18 | COMMISSIONER GIPSON: -- of the equity |
| 19 | going? | 19 | council. |
| 20 | We really found that when a sibling got | 20 | MS. CARISSA CANTRELL: Absolutely. |
| 21 | into another charter, and they happened to have -- | 21 | Absolutely. |
| 22 | excuse me -- that grade level for elementary, they | 22 | COMMISSIONER GIPSON: Thanks. |
| 23 | would follow them. | 23 | MS. CARISSA CANTRELL: Absolutely. |
| 24 | So, say, they went to sixth grade | 24 | THE CHAIR: Commissioner Robbins. |
| 25 | somewhere and they had an elementary -- we had | 25 | COMMISSIONER ROBBINS: Thank you. I |
|  | 39 |  | 41 |
| 1 | several students do that. And that was interesting | 1 | apologize for not being present. As some of you |
| 2 | to note, and something that I say in the future | 2 | know, I have a disabled son. And taking an entire |
| 3 | maybe we need to look at expanding sixth, seventh, | 3 | week away from him and putting that burden on my |
| 4 | and eighth. But that would expand our charter and, | 4 | wife is a bit difficult. |
| 5 | that's a whole other conversation in five years. | 5 | A couple of things. One, I want to |
| 6 | But that was the one area that we know -- | 6 | acknowledge your success. It's wonderful. It's |
| 7 | that was particularly of note as we looked at, well, | 7 | glad to hear. I want to kind of parrot what |
| 8 | where did they go? Where are they going? But a lot | 8 | Commissioner Gipson said. And although your |
| 9 | of them went homeschool, which was interesting. | 9 | students tend to, maybe most of them, find success |
| 10 | COMMISSIONER GIPSON: Okay. Yeah. Yeah. | 10 | in schools and openings in schools after Horizon, it |
| 11 | I imagine that's probably true, from last year, of a | 11 | may be something you want to consider sooner rather |
| 12 | number of schools. You answered one of my questions | 12 | than later. |
| 13 | was did you ever think about growing. I know it's a | 13 | You don't have to wait five years, you |
| 14 | big conversation. But I think it's maybe less | 14 | know, if there's enough pressure and a drive within |
| 15 | necessary a conversation if you know that the kids | 15 | the parents and everything to do so. |
| 16 | are landing primarily in good spaces. | 16 | Also the intent and support from the |
| 17 | MS. CARISSA CANTRELL: Correct. | 17 | governing council would be important. |
| 18 | COMMISSIONER GIPSON: So the necessity | 18 | Two questions. |
| 19 | isn't quite as, you know, imperative. | 19 | The first one is what steps or |
| 20 | In some areas, there aren't any other | 20 | interventions do you take to help your students that |
| 21 | choices. But, of course, Albuquerque, there is a | 21 | are at level 1 through 3 in order to move them up? |
| 22 | lot more choices. | 22 | I mean, you know, we talk about general things. But |
| 23 | It was mentioned that your equity council | 23 | you're seeing success that other schools don't see. |
| 24 | is still kind of a work in progress. So what | 24 | What are you doing that's unique? |
| 25 | challenges have you had with really getting that up | 25 | MS. CARISSA CANTRELL: One of the things |


|  | 42 |  | 44 |
| :---: | :---: | :---: | :---: |
| 1 | that we talked about, as we really discussed | 1 | So I really applaud Horizon West. Wish |
| 2 | learning loss and coming back to in-person learning, | 2 | you the best in the future, and congratulations. |
| 3 | was the need for just that. And so we used funds to | 3 | Thank you. |
| 4 | really look at hiring the right people for those | 4 | MS. CARISSA CANTRELL: Thank you. |
| 5 | roles. | 5 | THE CHAIR: All right. So I don't have a |
| 6 | And so we hired one interventionist that | 6 | question. I'll lead with that, just to let you |
| 7 | works with our students in math and reading at | 7 | know. It's just going to be a kudos. |
| 8 | grades K to 2. And then we hired a second | 8 | But, honestly, just looking through your |
| 9 | interventionist that is working with grades 3 | 9 | data, looking through the documentation, it just |
| 10 | through 5 in math and reading. | 10 | makes it really easy. So thank you for that. |
| 11 | They both have higher advanced degrees. | 11 | Appreciate that from you all. |
| 12 | One is a reading specialist. And both had been | 12 | The one thing I wanted to just say is you |
| 13 | teachers, so that was important and exciting to us. | 13 | have been around for 20 years. Sometimes it can be |
| 14 | The other thing we did was it need -- we | 14 | easy to get stuck in how we've always done things. |
| 15 | feel the need of supporting students as the whole | 15 | So I appreciate the innovation and adaptation you |
| 16 | child. And so we hired a counselor. | 16 | all make to keep improving year after year. And |
| 17 | And so with the counselor and the | 17 | hearing that from everybody working there, love it. |
| 18 | interventionists, then we're able to meet those | 18 | And the one piece that really put that in |
| 19 | needs. | 19 | my mind was your family engagement process, because, |
| 20 | They use a program called S.P.I.R.E., and | 20 | you know, the -- we know it's different. Parental |
| 21 | that comes directly from what we use with our | 21 | involvement and family engagement are two different |
| 22 | remedial students in our special education program. | 22 | things. And often, I will see schools who say, "We |
| 23 | And so there's consistency and continuity just in | 23 | do all these things. It's great. It builds a |
| 24 | case we do need to move them to an IEP, or, you | 24 | community, it builds..." -- but to listen to your |
| 25 | know, if things are not progressing as well. | 25 | families saying, "Hey, how do I read to my kid at |
|  | 43 |  | 45 |
| 1 | So we're excited about that as well. | 1 | home?" |
| 2 | COMMISSIONER ROBBINS: Thank you. You | 2 | That's family engagement. That's real |
| 3 | know, again, a couple of the other Commissioners had | 3 | family engagement, when you can utilize the families |
| 4 | mentioned this. Reading is so important, and being | 4 | who are choosing your school, they want to help with |
| 5 | able to read well. I mean, I said this when I was | 5 | the academic success of your students as well, and |
| 6 | on the APS School Board. If you can read well, you | 6 | they don't know how to. So educating your families, |
| 7 | can learn almost anything. If you cannot read well, | 7 | that's what family engagement is now. |
| 8 | you will struggle at learning almost everything. | 8 | And it's -- I think schools have had a |
| 9 | And I think that is borne out in study | 9 | difficult time shifting to that. They're like, "Oh, |
| 10 | after study after study. | 10 | they come to our school -- we do the Harvest |
| 11 | And also bringing in interventionists that | 11 | Festival." |
| 12 | are specialists. And I think this is one thing | 12 | Great. Don't stop doing those things. |
| 13 | where the district schools -- not all, but many of | 13 | The list of all the involvement things that you do, |
| 14 | them -- struggle. And I don't want to fault the | 14 | amazing. That's the things that will get those |
| 15 | teachers, because higher education, I think, you | 15 | parents to the school -- right? -- get the families |
| 16 | know, has kind of let the ball down over the last 20 | 16 | to come and meet you to where you can find out, |
| 17 | or 30 years. | 17 | "Hey. Common Core math, I don't know it. I didn't |
| 18 | A lot of people come out of the education | 18 | learn Common Core math." |
| 19 | program ill-prepared for teaching reading. And I | 19 | That's the easiest one for me to always go |
| 20 | think we need to get back to those basics. Because | 20 | back to. Even by the time -- even when they're in |
| 21 | once we do that, we're going to see things just -- | 21 | kinder, first, second, parents are, like, "What is |
| 22 | you know, just take off. | 22 | this. Why am I teaching -- why are you teaching my |
| 23 | And it shouldn't take years. It should be | 23 | kids to do it this way? This is so confusing for |
| 24 | something that within a year or two, we start seeing | 24 | me." Right? |
| 25 | these successes. | 25 | It's those kinds of adaptations in |


|  | 46 |  | 48 |
| :---: | :---: | :---: | :---: |
| 1 | education, where we inform -- I just -- when I look | 1 | I move that the Public Education |
| 2 | at your data, I can imagine how that education you | 2 | Commission approve the renewal application for |
| 3 | do for your families helps with that data as well. | 3 | Horizon Academy West for a five-year term, 2023 |
| 4 | That's going to directly support that out-of-school | 4 | through 2028, without conditions. |
| 5 | time where the families have them at home and | 5 | COMMISSIONER ROBBINS: Second. |
| 6 | they're actually able to help support what you're | 6 | COMMISSIONER CHAVEZ: Second. |
| 7 | doing in the classroom. | 7 | COMMISSIONER CARRILLO: Second. |
| 8 | So I would like to say if I ever hear | 8 | THE CHAIR: Thank you. A lot of seconds |
| 9 | about a school that's struggling with it, I would | 9 | there. |
| 10 | love to point them in your direction, because that's | 10 | Any comments from Commissioners? |
| 11 | genuinely what I love to see schools doing, because | 11 | (No response.) |
| 12 | it just supports that whole roundedness of that | 12 | THE CHAIR: All right. Seeing none, |
| 13 | student, including their academics, right? | 13 | Commissioner Voigt, if you could call roll. |
| 14 | So thank you for that. I really am | 14 | COMMISSIONER VOIGT: Commissioner Manis. |
| 15 | grateful. I -- everyone else asked questions that I | 15 | COMMISSIONER MANIS: Yes. |
| 16 | had. And I'm -- I'm really genuinely impressed with | 16 | COMMISSIONER VOIGT: Commissioner Chavez. |
| 17 | your school, and I love that it's providing an | 17 | COMMISSIONER CHAVEZ: Yes. |
| 18 | option for Westside students over there who need | 18 | COMMISSIONER VOIGT: Commissioner Robbins. |
| 19 | something different than where they're supposed to | 19 | COMMISSIONER ROBBINS: Yes. |
| 20 | be going. | 20 | COMMISSIONER VOIGT: Commissioner Gipson. |
| 21 | Love it. It's exactly -- this is exactly | 21 | COMMISSIONER GIPSON: Yes. |
| 22 | what the purpose of a charter school is. And I love | 22 | COMMISSIONER VOIGT: Commissioner |
| 23 | when I see schools successfully do it year after | 23 | Carrillo. |
| 24 | year. | 24 | COMMISSIONER CARRILLO: Yes. |
| 25 | So 20 years is incredible. Super happy | 25 | COMMISSIONER VOIGT: Chair Burt. |
|  | 47 |  | 49 |
| 1 | that you are continuing on. Maybe you should take a | 1 | THE CHAIR: Yes. |
| 2 | look around your area and just see if there's a | 2 | COMMISSIONER VOIGT: Chair Voigt votes |
| 3 | middle school that is close to you that isn't | 3 |  |
| 4 | providing the options, because I know, coming to the | 4 | Commissioner Davis is not here. |
| 5 | east side from the west side, that's difficult. | 5 | Commissioner Taylor is not here. |
| 6 | Many families can't make that. | 6 | And Commissioner Armijo is not here. |
| 7 | So just throwing that out there, too, you | 7 | So that motion passes with seven votes. |
| 8 | know, that if it's a -- you know, a little bit more | 8 | THE CHAIR: Thank you, and |
| 9 | isolated out where you're at, families -- I'm in | 9 | congratulations. |
| 10 | Rio Rancho, and I'm, like, I don't want to drive | 10 | COMMISSIONER CARRILLO: Congratulations. |
| 11 | into Albuquerque, really; right? | 11 | (Applause). |
| 12 | I know families do have -- I know | 12 | THE CHAIR: All right. And so with that, |
| 13 | Albuquerque has options. But Westside families are | 13 | we will go ahead and take a break until 2:00. |
| 14 | even a little bit more different; right? Like, we | 14 | (Recess held.) |
| 15 | want to stay over on the Westside. So just throwing | 15 | B. NEW MEXICO ACADEMY FOR THE MEDIA ARTS |
| 16 | that out there, too. Even though it sounds like, | 16 | THE CHAIR: All right. We'll go ahead and |
| 17 | Albuquerque, so many options. | 17 | get started. |
| 18 | Just take a look at your families and see | 18 | All right. We are on to Item B, which is |
| 19 | if they have a lot of options at the level that | 19 | the charter school renewal for the New Mexico |
| 20 | you're providing your students now. | 20 | Academy for the Media Arts. |
| 21 | MS. CARISSA CANTRELL: Thank you. | 21 | First, I would love to have the school |
| 22 | THE CHAIR: All right. Commissioner | 22 | introduce yourselves, and then we will go to |
| 23 | Voigt? | 23 | Director Chavez. So if you want to go ahead and |
| 24 | COMMISSIONER VOIGHT: I think we're ready | 24 | start and introduce who you are. |
| 25 | for a motion. | 25 | MICHAEL VIGIL JR.: Hello, my name -- |


|  | 50 |  | 52 |
| :---: | :---: | :---: | :---: |
|  | Madam Chair, members of the Commission, my name is | 1 | Also, the global pandemic created new |
| 2 | Mike Vigil. And I'm sitting here as representative | 2 | challenges for all schools. So everybody that stuck |
| 3 | for business management for the New Mexico Academy | 3 | with it is my hero. |
| 4 | of Media Arts. | 4 | Lastly, there's always a balancing act |
| 5 | MR. MIKE TRUJILLO: Good afternoon, | 5 | between holding charter schools to the same, if not |
| 6 | everyone. My name is Mike Trujillo. I am the board | 6 | more rigorous, standards than traditional schools, |
| 7 | president of New Mexico Academy of Media Arts. | 7 | to honor their autonomy as unique entities. |
| 8 | MR. JONATHAN DOOLEY: Good afternoon, | 8 | Charter Schools Division reviewed what was |
| 9 | Counsel -- PEC. Thank you. I'm Jonathan Dooley. | 9 | promised in each charter school's contract with the |
| 10 | I'm the principal of the New Mexico Academy for the | 10 | Public Education Commission. The terms of that |
| 11 | Media Arts. Thank you. | 11 | contract were at the core of the renewal process. |
| 12 | THE CHAIR: Thanks so much. And so that | 12 | Essentially, our ask was, "Did the school |
| 13 | will take us to Item Letter "a.," the Public | 13 | implement what was promised in the contract, and was |
| 14 | Education Department Evaluation. Director Chavez. | 14 | the implementation of those terms evident in the |
| 15 | DIRECTOR CORINA CHAVEZ: Good afternoon, | 15 | renewal application? Were they observable during |
| 16 | everyone. Good to see you. | 16 | the site visit and in site visit reports for the |
| 17 | I'd first like to start out by expressing | 17 | last four years?" |
| 18 | my gratitude towards everyone who worked really hard | 18 | We acknowledge that there is always room |
| 19 | on the renewal process: the schools, the teachers, | 19 | to improve any process and recognize that there were |
| 20 | and the communities, all of the Public Education | 20 | components to this review process that could be |
| 21 | Commissioners and PEC staff, and the Charter Schools | 21 | refined. And I think they will be next year when we |
| 22 | Division team who were part of the site visits and | 22 | have access to academic data more quickly. |
| 23 | whose contributions behind the scenes led to us | 23 | The renewal documents sent to the school |
| 24 | arriving where we are today with lots of data and | 24 | were not as comprehensive as the CSD would have |
| 25 | information about this school. | 25 | liked them to be, which is why there were multiple |
|  | 51 |  | 53 |
| 1 | We started out August 19th with Part A. | 1 | versions of documents sent to the school. |
| 2 | We had preliminary proficiency data on | 2 | And, you know, we have been waiting for |
| 3 | September 2nd. We had annual reports from the | 3 | the State to release academic performance data, |
| 4 | school year 2021-'22 sent to the school on | 4 | because this is the baseline year, and growth data |
| 5 | September 12th. | 5 | has not come in. We don't quite have as full of a |
| 6 | Part B was sent to the CSD from the school | 6 | picture as we would like. |
| 7 | on September 15th. | 7 | Also, we asked for and carefully read any |
| 8 | And we conducted the site visit and sent | 8 | school's response to the preliminary report. In |
| 9 | preliminary renewal analyses to the school | 9 | this case, there was a very succinct and very |
| 10 | November 1st. | 10 | accurate question that Mr. Dooley asked. And as a |
| 11 | On November 15th, the schools had an | 11 | result of him asking the question about the rating |
| 12 | opportunity to respond, and on December 1st, we sent | 12 | and us able to verify that, in fact, the school had |
| 13 | a final recommendation. | 13 | a CLR framework submitted to the PED, we modified |
| 14 | Renewing schools is a complex process, and | 14 | that rating. So that is the one change in the final |
| 15 | circumstances particular to the past four years make | 15 | analysis and recommendation. |
| 16 | the renewal process even more challenging. | 16 | Secondly, we acknowledge that the renewal |
| 17 | For one, policies and practices have | 17 | application stated that the CSD would send each |
| 18 | evolved at the PED. Some of what is in the | 18 | renewal applicant and the PEC a preliminary renewal |
| 19 | Performance Framework is no longer applicable, which | 19 | analysis that includes a recommendation for renewal, |
| 20 | is why we are in the process of revising the | 20 | non-renewal, or renewal with conditions. |
| 21 | Performance Framework. | 21 | We did not send that in the preliminary, |
| 22 | I encourage all of you to be involved in | 22 | because we were waiting for more data. |
| 23 | the process. If you need a copy of the proposed | 23 | So, ultimately, we feel like the renewal |
| 24 | Academic Performance Framework draft, I have copies | 24 | process is a time for making -- we know that it's a |
| 25 | and am happy to share them with you. | 25 | time for making serious decisions about whether to |


|  | 54 |  | 56 |
| :---: | :---: | :---: | :---: |
| 1 | renew a school's contract. But it's also a time for | 1 | MR. JONATHAN DOOLEY: Thank you very much. |
| 2 | reflection. | 2 | Everyone can hear me. I'm Jonathan Dooley, the |
| 3 | I appreciated the reflective discussions | 3 | principal at Media Arts. |
| 4 | that we had at Media Arts when we conducted the site | 4 | One thing I want to share is a |
| 5 | visit. Preliminary analyses are meant to offer an | 5 | presentation. And then after a quick overview of |
| 6 | opportunity for schools and for the PEC to reflect | 6 | the presentation, I will share it on Zoom, and then |
| 7 | about what's happening at the schools and how the | 7 | we can hear from some people who are either in their |
| 8 | successes can be sustained and areas in need of | 8 | various locations, and some of the kids are at the |
| 9 | improvement can be improved. | 9 | school. And then we'll close the presentation. |
| 10 | Media Arts was the first charter school | 10 | And I welcome Mike and Mike to join me |
| 11 | application to the PEC as a start-up school. We had | 11 | anytime. I mean, there's one thing, I don't want to |
| 12 | renewed schools to become State-chartered, but this | 12 | be a hog here or anything like that. It's a team |
| 13 | was the first start-up application. | 13 | effort. And a part of our school is collaboration, |
| 14 | This is its third renewal. It will enter | 14 | and we really do focus on that. |
| 15 | into its first -- fourth charter term, should it be | 15 | And thank you so much to the Charter |
| 16 | approved. | 16 | School Division and the PED. This has been a quite |
| 17 | At the time -- within this time, the | 17 | interesting charter term with the pandemic and all |
| 18 | school has expanded its enrollment, and it was the | 18 | that we had to struggle through. But we did it |
| 19 | first charter school to enter into a | 19 | together, and I'm really grateful for the support |
| 20 | lease-to-purchase agreement. | 20 | that we had throughout this process, not only from |
| 21 | It is located on Central, east of | 21 | the PED, but from the governing council, as well as |
| 22 | Nob Hill, and you can't miss it. It now occupies | 22 | my community at Media Arts. |
| 23 | two buildings. | 23 | We've really built strong relationships |
| 24 | I'm sure that the school will share more | 24 | because of this. |
| 25 | information about the facilities and what it does. | 25 | So let me share this. |
|  | 55 |  | 57 |
| 1 | The school has been rated as Making | 1 | Okay. Just a second. I can't share |
| 2 | Substantial Progress on all indicators of the | 2 | sound? (Mr. Dooley assisted by Santa Fe AudioVisual |
| 3 | renewal application. And keep in mind, | 3 | person.) |
| 4 | Commissioners, that the rating could be due to | 4 | (A discussion was held off the record.) |
| 5 | either data or systemic improvement. | 5 | MR. JONATHAN DOOLEY: You'll be able to |
| 6 | In the case of the academic performance, | 6 | see the video that the kids put together. I think |
| 7 | you will see how the school has made progress in | 7 | one of them is a video put together by Social |
| 8 | academic proficiencies. And we learned that the | 8 | Emotional Learning, and also it's about a promo that |
| 9 | school hired staff to address learning loss. So I | 9 | the kids put together, about a minute and a half. |
| 10 | think that that absolutely contributed to those | 10 | The one where the students are talking, |
| 11 | improvements. | 11 | there's no -- there's no closed caption to it. |
| 12 | One indicator, as I mentioned before, that | 12 | And then there's one at the end, a report |
| 13 | was rated as Making Substantial Progress is now | 13 | that was on KOB about our internship program with -- |
| 14 | Meets, and that was due to the information that we | 14 | with the Desert Ice Wolves. |
| 15 | were able to verify from Mr. Dooley, pointing out | 15 | We'll move forward. I have some data in |
| 16 | that they, in fact, had submitted the CLR framework. | 16 | this that we can all share. And I think it's really |
| 17 | All materials are posted on the PEC | 17 | important -- it's not necessarily what I'm going to |
| 18 | webpage. And, CSD is happy to recommend that the | 18 | share. But when our kids get online and when our |
| 19 | school receive a five-year renewal with no | 19 | parents are there, I think it'll be really |
| 20 | conditions. | 20 | important. |
| 21 | Thank you. | 21 | This is a video that the kids had put |
| 22 | THE CHAIR: Thank you, Director Chavez. | 22 | together. There's some music in the background. |
| 23 | So that'll take us to "b.," which is the School | 23 | And just everything that we've done in the school |
| 24 | Comments, which will be no more than 30 minutes. | 24 | lately and some of the things that we're doing. |
| 25 | But it's all yours, Mr. Dooley. | 25 | We're working on a -- we've become more of |


|  | 58 |  | 60 |
| :---: | :---: | :---: | :---: |
| 1 | a community school. We have a community green space | 1 | So with the first year of our charter |
| 2 | that we're putting together at the school. And part | 2 | term, we started to really dive into data and |
| 3 | of the green space is bringing us together, | 3 | analzye the data to improve our math scores and |
| 4 | especially after the pandemic. | 4 | graduation rate. |
| 5 | And as we simplify project-based learning, | 5 | At the time, our graduation rate was |
| 6 | we have studio time in the morning, studio time in | 6 | around 50 percent. So we looked at not only State |
| 7 | the afternoon, and all the classes are collaborating | 7 | assessments, but our own in-house assessments and |
| 8 | together. Teachers are still teaching their | 8 | classroom assessments and just observations. |
| 9 | content, but it's in the spirit of collaboration. | 9 | We were able to receive the Comprehensive |
| 10 | And what's bringing this together for the most part | 10 | Support and Improvement Grant from the State, and we |
| 11 | is our work in the community green space. | 11 | hired -- one of our support staff became the student |
| 12 | It's ending up to be a yearlong process. | 12 | intervention specialist. We had data-driven |
| 13 | And what we want to do is use the green space for | 13 | dialogue to inform classroom instruction. These are |
| 14 | Social Emotional Learning, communing with nature, | 14 | weekly things the teachers get together and talk |
| 15 | and just a space to where the students can be | 15 | about how to best serve our kids. And then we also |
| 16 | together and work. If you -- on our campus, we | 16 | had a Corrective Action Plan that year about prior |
| 17 | don't have necessarily a space with a bunch of trees | 17 | written consent, and we did some training with Adams |
| 18 | and a walkway and a garden and all this. We've been | 18 | and Crow. |
| 19 | working toward that. | 19 | So we implemented, brought back the Winter |
| 20 | Some of the artwork that the students have | 20 | NWEA, the Kid Talks -- that's what we call when the |
| 21 | put together, and also the videos that they've done. | 21 | kids and teachers get together on a weekly basis. |
| 22 | We have a functioning production studio | 22 | We had a boot camp for the freshmen. We had a focus |
| 23 | with a TriCaster, and then some of the videos the | 23 | on the freshmen, collaborative planning. We brought |
| 24 | kids have made, the PSAs and all. So... | 24 | in a robotics program, and we charted our media |
| 25 | Well, first, I want to acknowledge not | 25 | experiences. We had documentation in order to |
|  | 59 |  | 61 |
| 1 | only the support that we had with our counsel and | 1 | handle discipline and referrals along those lines, |
| 2 | the PED, but also, as tribal recognition, the Media | 2 | and we started implementing the New Mexico DASH. |
| 3 | Arts recognizes the unique and enduring relationship | 3 | Then something happened the second year. |
| 4 | that exists between indigenous peoples and the | 4 | We had a large decrease of the CSI Grant in the face |
| 5 | traditional lands that we are on, the historic | 5 | of the Small School Size. This was very beneficial |
| 6 | homeland of the pueblo, Navajo, and Apache. | 6 | for us, as we were able to keep the size of the |
| 7 | And let this serve as a reminder of our | 7 | classrooms smaller. |
| 8 | ongoing efforts to recognize, honor, reconcile, and | 8 | But without thinking any further, we had |
| 9 | partner with the peoples whose lands and water we | 9 | to stop what we had started. We had established the |
| 10 | benefit from today. We gratefully recognize our | 10 | systems in our school in order to get together, to |
| 11 | history. | 11 | meet with each other, to work on the math, to help |
| 12 | We are not on tribal land. But we do have | 12 | with the graduation rate. And we created the |
| 13 | a population of -- about 10 percent of our kids are | 13 | capacity for data-driven dialogue. |
| 14 | First Nations. | 14 | And, of course, there was the |
| 15 | So who we are. | 15 | Yazzie-Martinez lawsuit. One thing great about our |
| 16 | Students come to Media Arts curious about | 16 | community, the kids were already in tune to the fact |
| 17 | media and leave with a passion for film, art, and | 17 | that everyone belongs at the table. So we started |
| 18 | design. Students collaborate through a | 18 | to explore that. When Yazzie-Martinez came, we |
| 19 | project-based learning curriculum that incorporates | 19 | thought, "Hey, we're heading in that direction |
| 20 | students voice and choice, career-technical | 20 | anyway." |
| 21 | educational resources with the latest | 21 | So some of the things that we had done, we |
| 22 | state-of-the-art technology, internships with | 22 | brought in a sixth-grade boot camp because it was so |
| 23 | industry partners and community members for | 23 | much fun with the ninth grade. We continued the |
| 24 | real-world experiences. Students graduate college- | 24 | NWEA and Kid Talks and some equity training, and |
| 25 | and career-ready. We're very proud of that. | 25 | also we focused a lot on the collaborate media at |


|  | 62 |  | 64 |
| :---: | :---: | :---: | :---: |
| 1 | our school. | 1 | started having schoolwide, project-based themes. |
| 2 | Then we had the pandemic year, and that | 2 | Last year, it was about the connectedness |
| 3 | was quite a challenge for us being online, and I'm | 3 | of all things, and this year, it's about building a |
| 4 | sure a lot of schools can speak to that. But we | 4 | community. |
| 5 | spent the year in remote. | 5 | We also started to dive into the |
| 6 | We started what we call Operation | 6 | representations of race and film because of the |
| 7 | Reconnect. And what that meant was teachers were | 7 | Black Education Act and looking at subgroups. We |
| 8 | looking at the -- when students would revise work, | 8 | always looked at students that were in the Q1, 2, 3, |
| 9 | they could get the better score. If something was a | 9 | and 4. |
| 10 | C , they redid it, they got an A , they get the A . | 10 | We started looking at how students with |
| 11 | Also, teachers meeting with students online to help | 11 | certain backgrounds and ethnicities did in our |
| 12 | them with Social Emotional Learning, and also with | 12 | population. And those are challenging |
| 13 | coursework, and also, by a directive from our | 13 | conversations, and I really hand it to my staff for |
| 14 | counsel was to not to let go of the media. | 14 | diving into that, taking the risk and having those |
| 15 | So it became, like, let's dive in. And | 15 | conversations with each other. |
| 16 | because of that, suddenly we started getting a whole | 16 | You'll notice our progress report that |
| 17 | bunch of media, art, film, things going on. It was | 17 | Ms. Chavez had talked about. We made substantial |
| 18 | phenomenal. | 18 | progress in those areas. We also increased our |
| 19 | And so also that year, we revisited our | 19 | graduation rate from 62 percent, when it started, to |
| 20 | document -- our founding documents, seeing that we | 20 | 79 percent. |
| 21 | were going to have to make a shift. Because we had | 21 | We also were able to increase our reading |
| 22 | lost some students, we lost the funds, how are we | 22 | scores on the State testing 20 percentage points. |
| 23 | going to train our teachers in order to have larger | 23 | We also, when it came to math, we started |
| 24 | class sizes? | 24 | very low, below the State and the local district we |
| 25 | And so we decided that we were going to | 25 | went up to 23, still below the district -- APS -- |
|  | 63 |  | 65 |
| 1 | reimagine the master schedule, have a studio time in | 1 | but doing better than the State. |
| 2 | the morning, studio time in the afternoon. | 2 | And, of course, our science kind of |
| 3 | Teachers have a universal prep in the | 3 | tapered out. It stayed the same. |
| 4 | morning, meeting parents online with Q\&As on a | 4 | And in our in-house, we also -- the |
| 5 | monthly basis, and also helping our parents with | 5 | orange, because that's the only time we did the NWEA |
| 6 | SEL. | 6 | in -- excuse me. That's my time. I get up and walk |
| 7 | Also what we've brought on, because of | 7 | around the school and make sure I'm not doing -- |
| 8 | online, we became a one-to-one technology because of | 8 | excuse me. I have to do that; otherwise, I get |
| 9 | laptops. We had it with desktops, but also with | 9 | hyperfocused. |
| 10 | laptops. So that was quite exciting. I know when I | 10 | Okay. We did the NWEA at the end of 2021 |
| 11 | came to the school, I wanted to do that, because | 11 | just to see how the kids were. And even though we |
| 12 | then the kids -- there was no excuse not to do | 12 | had made a dip, last year we were back up. Grade |
| 13 | homework if they were doing that, because they took | 13 | level is where the yellow dot is, and the kids who |
| 14 | the laptop home. | 14 | met projections are at the 77 percent, which is |
| 15 | Then last year, we were back online. The | 15 | where we were even before the pandemic. |
| 16 | tool kit changed periodically. We all had masks on. | 16 | Math. We've always had a challenge in |
| 17 | We practiced social distancing and being very | 17 | math. So that's where our focus was in math once |
| 18 | careful. But we also brought in a humanities and | 18 | again. I think it's thanks to our collaboration and |
| 19 | STEM coach in order to help the students with | 19 | our STEM coach, we were able to do even better than |
| 20 | science and math and students with reading and | 20 | we did with projections before the pandemic. |
| 21 | social studies. | 21 | Once again, our Career Pathways, which is |
| 22 | We also had the universal prep. And | 22 | exciting for the kids. The Career Pathways, |
| 23 | because of that, we saw an increase in our media and | 23 | 100 percent of our seniors graduating were able to |
| 24 | the collaboration. We continued the data-driven | 24 | complete a career pathway. That has continued on to |
| 25 | dialogue on math and graduation rate. And we | 25 | this year. |


|  | 66 |  | 68 |
| :---: | :---: | :---: | :---: |
| 1 | We have our internships. We're a | 1 | I can see how many students there are. |
| 2 | percentage point behind what we wanted to do to | 2 | THE CHAIR: Take whatever time you need. |
| 3 | Meet. Because as you can attest, that the pandemic | 3 | MR. JONATHAN DOOLEY: Thank you. |
| 4 | was a little hesitant with the kids going out and | 4 | MS. MELISSA BROWN: Our first speaker is |
| 5 | doing internship. What we've done, we're now | 5 | Carolyn Carlson. I will allow you to talk. Please |
| 6 | meeting our expectations on the internships, because | 6 | spell your first and last name for the court |
| 7 | we're not waiting for the senior year to do the | 7 | reporter, and you have approximately three minutes. |
| 8 | internships. We're getting the kids -- sometimes | 8 | FROM THE PUBLIC: Good afternoon. My name |
| 9 | they're freshman doing an internship, which is | 9 | is Carolyn Carlson. C-a-r-o-l-y-n. Carlson, |
| 10 | exciting. | 10 | C-a-r-l-s-o-n. I am currently the vice president of |
| 11 | And then our project-based learning, we've | 11 | the governing council, and I want to thank everybody |
| 12 | decided instead of having a single semester where | 12 | for being present here today. |
| 13 | they're doing a presentation of learning, that's our | 13 | And I want to thank our staff and our |
| 14 | delivery system. Everyone is doing presentations of | 14 | principal and all of our kids for the amazing job |
| 15 | learning. In fact, next week, we'll be doing that | 15 | they've done over these last few years and going |
| 16 | in the classrooms. Every classroom is doing | 16 | into this charter renewal. |
| 17 | project-based learning. And that's what's exciting. | 17 | Do you have any questions of me? |
| 18 | So our education program is mixed-grade | 18 | THE CHAIR: No, thank you. |
| 19 | pedagogy, collaboration with community outreach and | 19 | Mr . Dooley, if you want to have any |
| 20 | the dual credit program. | 20 | questions for them during this time, you're welcome |
| 21 | In the financial compliance, the first two | 21 | to, if you want them to tell us anything else. |
| 22 | years, we did not -- we had two audits. But we were | 22 | MS. MELISSA BROWN: Okay. The next person |
| 23 | able to fix that by basically having the contracts | 23 | I have on the list is Martin Nutt. I will promote |
| 24 | signed when the people are there and not starting | 24 | you to the panel. |
| 25 | before then. | 25 | FROM THE PUBLIC: Hi. My name is Martin. |
|  | 67 |  | 69 |
| 1 | And the equity identity over the charter | 1 | What do you want me to say? It's a good school. |
| 2 | term are the Media Arts student population has | 2 | MR. JONATHAN DOOLEY: Why don't you tell |
| 3 | grown. The kids of ethnicity has grown from | 3 | us, Martin, maybe one of the most exciting things |
| 4 | 47 percent to 57 percent, with 5 percent English | 4 | you remember -- Martin has been with us since -- |
| 5 | Language Learners. | 5 | sixth grade, is it? |
| 6 | Our SpEd population is 36 percent, and our | 6 | FROM THE PUBLIC: Yes, I've been here |
| 7 | Free and Reduced Lunch Program is 43 percent. | 7 | since seventh grade. I'm now a junior. |
| 8 | This is in our founding document about The | 8 | MR. JONATHAN DOOLEY: And your sister |
| 9 | Beauty Way. We've encompassed that, as our delivery | 9 | graduated with us about three years ago. |
| 10 | system, all the children are at the table. And our | 10 | FROM THE PUBLIC: Yes. |
| 11 | equity is found in the original document, the | 11 | MR. JONATHAN DOOLEY: Yeah. So what's a |
| 12 | application. We reimagined the schedule, and we're | 12 | fond memory you have of our school when it comes to |
| 13 | also exploring media literacy and representations of | 13 | media? |
| 14 | race in films. It's really exciting about what the | 14 | FROM THE PUBLIC: I really enjoy being on |
| 15 | students bring. | 15 | the green screen and using the -- using the |
| 16 | This is a video. I'm sorry you won't be | 16 | equipment, the cameras, the lighting, all that |
| 17 | able to hear it. It won an Emmy Award recently. | 17 | stuff. I really like it. |
| 18 | One of our students went forward about who she is. | 18 | MR. JONATHAN DOOLEY: What's a project |
| 19 | And she's a little bit of multiculturals. You can | 19 | that you worked on that you'd like to share? You've |
| 20 | see this on our on YouTube page. Sorry you won't be | 20 | done some PSAs, I know. |
| 21 | able to see this. | 21 | FROM THE PUBLIC: I did a PSA about how |
| 22 | So let's take a break from my talking, and | 22 | smoking is bad for your lungs and it gives you |
| 23 | we can hear from some of our families. | 23 | cancer. I don't have it anymore. I kind of lost |
| 24 | MS. MELISSA BROWN: Chair, if you don't | 24 | it. |
| 25 | mind if I confer with the teacher -- the leader, so | 25 | MR. JONATHAN DOOLEY: Oh. And what class |


|  | 70 |  | 72 |
| :---: | :---: | :---: | :---: |
| 1 | did you do that for? Was it for Health? | 1 | MR. JONATHAN DOOLEY: Oh. How did you go about doing that? |
| 2 | FROM THE PUBLIC: It was Mass Media. | 2 |  |
| 3 | MR. JONATHAN DOOLEY: Okay. Excellent. | 3 | FROM THE PUBLIC: Well, I went into the |
| 4 | Excellent. | 4 | video game. And then I -- it's practically just a |
| 5 | What are your plans after you leave Media | 5 | form of stop motion, because I'm just moving the |
| 6 | Arts? | 6 | characters and taking screenshots. |
| 7 | FROM THE PUBLIC: I would like to either | 7 | MR. JONATHAN DOOLEY: Cool. And you |
| 8 | be a contractor or get SAE-certified and be a | 8 | can -- and that's actually on our YouTube channel as |
| 9 | mechanic. | 9 | well. |
| 10 | MR. JONATHAN DOOLEY: Cool. Thank you, | 10 | Anything else you want to say, Jonathan? |
| 11 | Martin. | 11 | FROM THE PUBLIC: I really like the access |
| 12 | FROM THE PUBLIC: You're welcome. | 12 | to technology in this school, 'cause right now, me |
| 13 | MS. MELISSA BROWN: Okay. Changing your | 13 | and my friends are kind of just working on stuff. |
| 14 | role to Attendee. | 14 | We have a script for something that we want to work |
| 15 | Our next speaker is Jonathan Theiss. | 15 | on for this year. I'm also making just kind of |
| 16 | MR. JONATHAN DOOLEY: Yes. | 16 | music on the off side. So I'm having some fun. |
| 17 | MS. MELISSA BROWN: I'm promoting you to | 17 | MR. JONATHAN DOOLEY: Cool. Thank you, |
| 18 | the panel. | 18 | Jonathan. |
| 19 | As he's being promoted, I will tell the | 19 | FROM THE PUBLIC: (Indicates.) |
| 20 | court reporter that the last name is spelled | 20 | MS. MELISSA BROWN: Okay. Our next |
| 21 | T-h-e-i-s-s. | 21 | speaker is Ana Sofia Rodriguez. I'll move you to |
| 22 | FROM THE PUBLIC: Hello. | 22 | the panel. |
| 23 | MR. JONATHAN DOOLEY: Hi, Jonathan. | 23 | FROM THE PUBLIC: Hello. |
| 24 | FROM THE PUBLIC: My name is Jonathan | 24 | MR. JONATHAN DOOLEY: Hi, Ana Sofia. How |
| 25 | Theiss. | 25 | are you doing? |
|  | 71 |  | 73 |
| 1 | MR. JONATHAN DOOLEY: They're in our | 1 | FROM THE PUBLIC: I'm doing okay. Still a |
| 2 | boardroom in the CT wing. | 2 | little under the weather. |
| 3 | Tell us, Jonathan, what memory do you have | 3 | MR. JONATHAN DOOLEY: Okay. I'm glad to |
| 4 | of Media Arts? You've been here since sixth grade; | 4 | know you're back at school. |
| 5 | right? | 5 | So tell us a story about Media Arts. This |
| 6 | FROM THE PUBLIC: Right. And I'm a senior | 6 | is your second year at our school. |
| 7 | in high school. | 7 | FROM THE PUBLIC: Uh-huh. Well, one of |
| 8 | MR. JONATHAN DOOLEY: Yeah. | 8 | the first projects that I actually did here, like, |
| 9 | FROM THE PUBLIC: As for best memory here, | 9 | involving media and filming and things, was with |
| 10 | I would have to say would be any time that I have to | 10 | Amanda and Destiny, who don't go to our school |
| 11 | do any filming when we got to use the cameras and we | 11 | anymore. Destiny doesn't go. |
| 12 | got to go out and just film whatever for fun. | 12 | And we actually -- we cooked onion bread |
| 13 | MR. JONATHAN DOOLEY: What's a project | 13 | from Ancient Mesopotamia. And then we filmed, like, |
| 14 | that you remember? | 14 | ourselves eating it for a little commercial, as, |
| 15 | FROM THE PUBLIC: Nightmare Man. | 15 | like, an advertisement for it. So that was really |
| 16 | MR. JONATHAN DOOLEY: Which one? | 16 | cool. |
| 17 | FROM THE PUBLIC: Nightmare Man is a | 17 | MR. JONATHAN DOOLEY: So what are you |
| 18 | little film, a little documentary, a mock | 18 | working on right now? |
| 19 | documentary that we had to make for last year. That | 19 | FROM THE PUBLIC: Right now? Well, me and |
| 20 | was pretty fun. | 20 | my project group for the green space project just |
| 21 | MR. JONATHAN DOOLEY: I remember in Health | 21 | made -- like, set up the donating campaign on seed |
| 22 | class, you did an animation about preparing a meal. | 22 | money. And so, like, we wrote the little |
| 23 | FROM THE PUBLIC: Yeah. That's an | 23 | description and everything, and we've started |
| 24 | interesting one, because I actually used a video | 24 | writing thank-you notes to some of the donors as |
| 25 | game to animate that. | 25 | well. So that's what I'm -- |


|  | 74 |  | 76 |
| :---: | :---: | :---: | :---: |
| 1 | MR. JONATHAN DOOLEY: Thank you. Is there |  | last name, but I know it's "Mike" -- Vigil. That's |
| 2 | anything else you would like to add, Sofia -- Ana | 2 | right. |
| 3 | Sofia? Yeah. | 3 | So it's -- you know, the school, of |
| 4 | FROM THE PUBLIC: Well, I'm really glad to | 4 | course, is very dear to my heart, and it's great to |
| 5 | be here. I really like our school. And I really | 5 | see how it's grown. And everyone who knows me knows |
| 6 | like the people that I've met, so, yeah. | 6 | I cry. So I'm just going to -- but, anyway, I do |
| 7 | MR. JONATHAN DOOLEY: Nice. Thank you, | 7 | have some questions. |
| 8 | Sofia. Thank you very much for joining us. | 8 | Hi, Carolyn, who's on Zoom. I do want to |
| 9 | MS. MELISSA BROWN: Our final speaker is | 9 | say hi to Carolyn. I don't think she's on speaker |
| 10 | Ben Theiss. | 10 | anymore. |
| 11 | MR. JONATHAN DOOLEY: Theiss. Yeah. | 11 | So you had mentioned a green space. Is |
| 12 | FROM THE PUBLIC: Hello. | 12 | that to the east of where the campus is? |
| 13 | MR. JONATHAN DOOLEY: Hi, Ben. How are | 13 | MR. JONATHAN DOOLEY: Oh, the green space |
| 14 | you doing? | 14 | is. |
| 15 | FROM THE PUBLIC: I'm doing well. How are | 15 | COMMISSIONER VOIGT: Or are you talking |
| 16 | you? | 16 | about the green screen? |
| 17 | MR. JONATHAN DOOLEY: I'm doing great. So | 17 | MR. JONATHAN DOOLEY: Not the green |
| 18 | tell us about the media project that you're working | 18 | screen. Just north of our portables we've had |
| 19 | on right now. | 19 | forever, we've cleared out that area. It's going to |
| 20 | FROM THE PUBLIC: So the media project | 20 | be north of the campus on the corner between |
| 21 | that I'm working on right now is in history, we are | 21 | Washington and Copper. |
| 22 | doing a -- sort of like a play. And so it -- I | 22 | In that corner, it's fenced in. But we've |
| 23 | don't remember what the theme was. But I think my | 23 | taken the whole area, and we've taken up the |
| 24 | role right now is, like, a cop. And we're going to | 24 | concrete there, the blacktop, and the kids have made |
| 25 | be filming it on set and all around the school. And | 25 | plans in order to turn it into a garden with trees |
|  | 75 |  | 77 |
| 1 | I think -- pretty fun to film. So -- | 1 | and a walkway. And, eventually, we're thinking of |
| 2 | MR. JONATHAN DOOLEY: Well, thank you, | 2 | getting no more of the portables and just building |
| 3 | Ben. | 3 | an amphitheater there. There's also going to be a |
| 4 | Is there anything else that you want to | 4 | horno there, functioning, that we can use for our |
| 5 | say about your experiences at our school? You've | 5 | school as well. So it's north of the campus. |
| 6 | been here three years; right? | 6 | COMMISSIONER VOIGT: It's super. It's |
| 7 | FROM THE PUBLIC: Yeah, sixth to eighth. | 7 | space that's east of the school that's no longer. |
| 8 | I probably will say how good the community | 8 | MR. JONATHAN DOOLEY: We still use it, but |
| 9 | is. 'Cause from what I know, I've not met anyone | 9 | it's been sold. So somebody's going to build |
| 10 | that's, you know, super rude. But, like, most of | 10 | condominiums there or something along that line, |
| 11 | the people I've met are really good people. And I | 11 | which means more kids for the school. Oh, this will |
| 12 | really like the community at the school. So -- | 12 | be great. |
| 13 | MR. JONATHAN DOOLEY: Well, we're glad | 13 | So that's been sold. That's going to |
| 14 | you're here, Ben. Thanks so much for joining us. | 14 | become -- one part is going to be a restaurant, and |
| 15 | I think that's it. Okay. Thank you so | 15 | the rest is condominiums. |
| 16 | much. | 16 | But the green space. For years, the kids |
| 17 | THE CHAIR: All right. Thank you, | 17 | have always wanted someplace to actually -- that |
| 18 | Mr. Dooley. | 18 | was -- because it's all concrete, bas- -- like, a |
| 19 | All right. So that should take us to PEC | 19 | parking lot. |
| 20 | questions. | 20 | And so it just took some energy from the |
| 21 | Commissioner Voigt? | 21 | teachers to say let's make this happen. So that's |
| 22 | COMMISSIONER VOIGT: Thank you, | 22 | what they decided to do. And so it turned out -- |
| 23 | Madam Chair. | 23 | it's a yearlong project. The kids are planning it. |
| 24 | Thanks a lot. Great seeing you, | 24 | They're organizing it. They're also checking the |
| 25 | Mr. Dooley. Mike Trujillo. Mike -- I forget your | 25 | soil. All the curriculum is coming into play. |


|  | 78 |  | 80 |
| :---: | :---: | :---: | :---: |
| 1 | We're actually thinking of finding a | 1 | went from $\$ 365,000$ to $\$ 33,000$. We were like, wow. |
| 2 | Shakespeare play in the spring that deals with | 2 | So we had the Small School Size and that. |
| 3 | something like green space and climate change and | 3 | And we also saw our enrollment had |
| 4 | all that and making that a project-based experience. | 4 | declined. |
| 5 | COMMISSIONER VOIGT: That's wonderful. | 5 | I'm happy to say that enrollment is |
| 6 | That's very cool. They're literally taking out | 6 | getting back. It's been a steady 180 for the past |
| 7 | asphalt and putting in green space. | 7 | few years. |
| 8 | And it's really great to hear your passion | 8 | But how do we deal with this as a staff? |
| 9 | and enthusiasm around data. It's not for everybody. | 9 | So we got together thinking, okay, how can |
| 10 | But it's great that you're thriving with that and | 10 | we have a blitz? Let's increase enrollment. Let's |
| 11 | you're really using it to tell the story and the | 11 | bring in a PR firm in order to -- and because of |
| 12 | success of the school. | 12 | that, we saw an increase in our lottery numbers and |
| 13 | MR. JONATHAN DOOLEY: Thank you. | 13 | our visibility. |
| 14 | COMMISSIONER VOIGT: So that's huge, | 14 | And when the pandemic hit, that was |
| 15 | because it's not a strength of everybody. And that | 15 | another thing that affected us as well. We were |
| 16 | you're able to use that tool and that information to | 16 | down to, like, 230, 225 kids, which is perfect. You |
| 17 | show your successes along the way is super. | 17 | can deal with the staff we have. But it went down, |
| 18 | Let's see. So you had mentioned that the | 18 | then, to 190 and then 180. |
| 19 | Small School Size funding kind of hit you all. | 19 | So the pandemic was a way for us to really |
| 20 | Was that -- how bad was that? And I know | 20 | try to -- okay, we're shrinking as a school, but how |
| 21 | it hit many schools. But I think there was a | 21 | can we still stay connected with one another? |
| 22 | combination of that and the community schools you | 22 | So there was this one thing after another. |
| 23 | said -- | 23 | But, still, we had in place the Kid Talks, talking |
| 24 | MR. JONATHAN DOOLEY: Yeah, | 24 | about data, interventions, teachers doing planning |
| 25 | comprehensive -- | 25 | together and all that. So we were able to maintain |
|  | 79 |  | 81 |
| 1 | COMMISSIONER VOIGT: -- came together? | 1 | the level. And as you see in our scores, we have |
| 2 | Did that affect any programming or any growth plans | 2 | been able to maintain that level of success, despite |
| 3 | that you had? | 3 | all those things happening. |
| 4 | MR. JONATHAN DOOLEY: I think what | 4 | COMMISSIONER VOIGT: And with the smaller |
| 5 | happened was we -- our pupil-teacher ratio up till | 5 | class sizes probably increasing and with the |
| 6 | then was about 15 to 1 . We really prided ourselves | 6 | project-based learning and thematic units and all |
| 7 | on that. Losing the Small School Size meant we | 7 | that, you probably have more than two teachers with |
| 8 | didn't have the funds in order to keep that. | 8 | a group of kids at any given time. |
| 9 | The teachers learned they can do that | 9 | MR. JONATHAN DOOLEY: Sure. Uh-huh. |
| 10 | without a small class. Project-based was a great | 10 | COMMISSIONER VOIGT: And, you know, the |
| 11 | way to do that. So we did training with -- I think | 11 | school before you, too, had talked about |
| 12 | it was like the Buck Institute and also PBLWorks | 12 | mixed-grade-level teaching, which makes total sense, |
| 13 | about having the teachers really collaborate | 13 | you know, when you're teaching towards mastery. |
| 14 | together and making it to where the students excel. | 14 | MR. JONATHAN DOOLEY: Uh-huh. |
| 15 | They move ahead and frees up the teacher to work in | 15 | COMMISSIONER VOIGT: So it's great to see |
| 16 | smaller groups with the direct instruction. | 16 | yet another school today doing that same thing. So |
| 17 | So the Small School Size was about a half | 17 | kudos to that. |
| 18 | a million dollars. And I know the Comprehensive | 18 | You mentioned that you're teaching parent |
| 19 | Support and Instruction Grant, we initially got | 19 | Social Emotional Learning. That is phenomenal, |
| 20 | in -- that's when we started the year '18-'19. We | 20 | because I know it wasn't just kids -- or teachers -- |
| 21 | had like $\$ 365,000$, and we were able to bring in a | 21 | that suffered trauma -- or suffered trauma in their |
| 22 | specialist to devise this time to look at data. Not | 22 | lives, but especially during the pandemic, that had |
| 23 | just looking at data, but and how does that inform | 23 | challenges. |
| 24 | our practice and what do we need to do. | 24 | So do you have good participation with |
| 25 | And when it went the following year, it | 25 | your parents seeking that type of learning? |


|  | 82 |  | 84 |
| :---: | :---: | :---: | :---: |
| 1 | RR. JONATHAN DOOLEY: What we have is I | 1 | our butts. |
| 2 | have a really innovative support staff that is our | 2 | And we also streamlined our -- our board, |
| 3 | counselor, social worker, as well as our coaches, | 3 | but we are intending on having that foundation |
| 4 | who make it a possibility -- well, I have the -- we | 4 | regrow and sticking to that -- that plan that we had |
| 5 | have -- when the parents meet every month, I also | 5 | before previously with it as well. |
| 6 | have a Town Hall Q\&A. | 6 | COMMISSIONER VOIGT: Understandable. It's |
| 7 | And then once a semester, it's a time for | 7 | hard to recruit volunteers. It's hard enough |
| 8 | the parents to come in and talk about Social | 8 | getting governing board members, much less -- |
| 9 | Emotional Learning, how to make -- and this was | 9 | MR. MIKE TRUJILLO: Especially when |
| 10 | really prevalent during the pandemic -- how to | 10 | everything is kind of -- during 2020, during the |
| 11 | create a space for a student to learn when it's all | 11 | thick of the pandemic, it was very harrowing. |
| 12 | online, how to be supportive of all that. | 12 | And -- but I give the administration and everybody |
| 13 | It was quite dynamic. | 13 | that was involved a lot of credit for still sticking |
| 14 | And we had parent -- I would say there was | 14 | around. |
| 15 | at least a dozen or so, sometimes fewer, sometimes | 15 | And I think that that created a lot of |
| 16 | more, that would be a part of that, and it was a way | 16 | sustainability for our students, as well as their |
| 17 | for us to connect and really support the parents. | 17 | parents, in knowing they had, still, a place to go |
| 18 | And, of course, we had parents coming in. And | 18 | to. And that was -- you know, I know I got |
| 19 | then -- to the school for support. | 19 | off-tangent on the foundation board, but it does all |
| 20 | And also our foundation board as well as | 20 | tie in together a bit. |
| 21 | the governing council reached out. And we had -- | 21 | COMMISSIONER VOIGT: That's great. |
| 22 | like, we've recently had a Thanksgiving meal drive. | 22 | Thanks. |
| 23 | We've done things for the parents in order to give | 23 | So the internships that the kids are doing |
| 24 | them support. We're in the process of creating a | 24 | in secondary, what type of internships are the most |
| 25 | parent room, where there is not only clothes, but | 25 | popular that the kids are doing? Or do they have a |
|  | 83 |  | 85 |
| 1 | canned food and all that in order to give the | 1 | choice? Or do you have community partners that take |
| 2 | parents support. | 2 | students in for internships? |
| 3 | Also something we've done that came from | 3 | MR. JONATHAN DOOLEY: We have some |
| 4 | the teachers, we have a weekly newsletter that goes | 4 | community partners, like AFMX, Albuquerque Film and |
| 5 | out, where the teachers add in what we're going to | 5 | Music Experience. |
| 6 | be doing this week, what the parents can do at home | 6 | Many times it's kids coming up with their |
| 7 | with their kids. Come on in -- in fact, just as I | 7 | ideas. We did have a student who wanted to do |
| 8 | was leaving, parents coming in for the afternoon | 8 | taxidermy. So how does that deal with media? Well, |
| 9 | just to see what's going on. | 9 | at the end of it, they did a presentation for the |
| 10 | COMMISSIONER VOIGT: Nice. So you | 10 | school. |
| 11 | mentioned foundation board. So you have a full | 11 | Another student wanted to work at a used |
| 12 | functioning foundation board? | 12 | bookstore, because that was his passion. |
| 13 | MR. JONATHAN DOOLEY: Well, right now, | 13 | Another, we have kids at Meow Wolf. I |
| 14 | it's in hibernation. Be quite honest about that. | 14 | actually have a parent in our community whose |
| 15 | It's in hibernation. Their kids graduated. It went | 15 | student goes to our school and she works at Meow |
| 16 | on. It's still there. It still has funds, and some | 16 | Wolf. A lot of tapping into our kids, what they're |
| 17 | of those funds are helping the Thanksgiving drive. | 17 | interested in. It could be something at where their |
| 18 | But our goal is to try to amp that up. Mike is | 18 | parents work. They're doing some artwork for that. |
| 19 | really big about making that a part of it. | 19 | But the most popular is the Ice Wolves, |
| 20 | Do you want to say something about the | 20 | because the kids get paid \$15 an hour. It's gotten |
| 21 | foundation board? | 21 | so popular that the kids have to interview for it. |
| 22 | MR. MIKE TRUJILLO: Perfect word that he | 22 | And if they're not doing the job, they're fired. |
| 23 | used was "hibernation." We are in the process of | 23 | Not that -- it's a reality. We tell kids, |
| 24 | trying to recruit some people. Volunteer work, as | 24 | "Hey, this is your warning," you know. |
| 25 | you might imagine during the pandemic, really kicked | 25 | So it's very popular. The kids are |


|  | 86 |  | 88 |
| :---: | :---: | :---: | :---: |
| 1 | filming. You can see it on our YouTube channel. | 1 | humanities; so -- |
| 2 | KOB came out to do a report on it. And after, we | 2 | MR. MIKE TRUJILLO: Can I answer that or |
| 3 | got a slew of questions, wanted to be a part of | 3 | expand on that real quick? We as a board have |
| 4 | that. You've got to go to the school to be a part | 4 | really identified that that is going to be one of |
| 5 | of it. | 5 | the most important facets of our curriculum. |
| 6 | The internships are tapping into kids' | 6 | Because as we know what's happened politically over |
| 7 | interests and what they want to do. | 7 | the past few years, the whole fake news and the |
| 8 | We have kids working with Coral Community | 8 | irresponsibilities that we're seeing from media via |
| 9 | School just south of our school; it's a K-6 school. | 9 | Internet from, you know, amateurs and novices and |
| 10 | We had some there, and they actually did a video | 10 | people that don't really take the time to do the |
| 11 | promoting the school. | 11 | correct reporting and the correct -- having the |
| 12 | So it's really tapping into what the kids | 12 | correct etiquette in that field is something that is |
| 13 | want to do. And if they don't, we nudge that a | 13 | going to be a long task force that we're going to |
| 14 | little bit and give them some options and ideas. | 14 | try to achieve going forward a little bit more. |
| 15 | COMMISSIONER VOIGT: I think -- doesn't | 15 | I mean, we have been -- we have always had |
| 16 | Media Arts have an exclusive on the Ice Wolves, as | 16 | media literacy as a component. That's an important |
| 17 | far as the film -- the filming of those games? | 17 | part. But, definitely, we're trying to hone in on |
| 18 | MR. JONATHAN DOOLEY: Yeah. | 18 | it as one of the primary or paramount parts of our |
| 19 | COMMISSIONER VOIGT: That's what I | 19 | academic presentation to the students. |
| 20 | thought. Way to go. Have that in the bag. | 20 | MR. JONATHAN DOOLEY: Many of our kids |
| 21 | MR. JONATHAN DOOLEY: I know Mark Gardner | 21 | have done Public Service Announcements, again, all |
| 22 | was going to join us. I wonder if he's still going | 22 | on our YouTube. But they're very much into their |
| 23 | to be coming. He is here? Is he -- does he want to | 23 | Social Emotional Learning, mental health needs. |
| 24 | talk? | 24 | They're actually participating with bringing calming |
| 25 | COMMISSIONER VOIGT: Nice. Okay. Well, | 25 | spaces to schools, which is part of Representative |
|  | 87 |  | 89 |
| 1 | let me finish my questions, because I still have -- | 1 | Herndon's -- she contacted us. We put together a |
| 2 | yeah, if he had a question or something. | 2 | documentary about it, about what the kids (verbatim) |
| 3 | So it's great to see the students are | 3 | and how important it is. And the kids actually |
| 4 | still doing presentations, because I really believe | 4 | said, "We'd like to have more of this as part of our |
| 5 | that is something that can empower kids, when they | 5 | curriculum." |
| 6 | can speak up, especially about issues that are | 6 | So part -- that's where the green space |
| 7 | important to them or things that they would like to | 7 | comes in. |
| 8 | see changed in their world. And for them to have | 8 | Also we have a mentoring program of older |
| 9 | that voice behind issues is really strong. | 9 | kids working with younger kids. |
| 10 | When -- when the kids are studying media, | 10 | Historically, the school has been like |
| 11 | do they take any type of media literacy classes, | 11 | middle school and high school. And when I say I'm a |
| 12 | like, how to deconstruct media and identify | 12 | principal of two schools, we're trying to bring that |
| 13 | propaganda, things like that? | 13 | together. And at first, the kids were going, "What? |
| 14 | MR. JONATHAN DOOLEY: Yes. One of our | 14 | We have to do teaching work?" |
| 15 | middle school teachers is -- has a degree in media | 15 | "No, you're supporting or being a mentor." |
| 16 | literacy and has brought that in middle school. | 16 | And it's really taking off. I really give |
| 17 | Because according to her -- it's actually down to | 17 | credit to my teachers. I can stand there and say to |
| 18 | the high school level, too. But it's also | 18 | do something and make it all sound great. But |
| 19 | emphasized in the middle school and the kids in our | 19 | they're the ones doing the heavy lifting and making |
| 20 | school they're going to have a real exploration of | 20 | it happen. |
| 21 | media and the power that's involved with that and | 21 | And it's just been phenomenal to see how |
| 22 | the fact that you are part of the media and you are | 22 | you have these -- day one of the -- the video that |
| 23 | part of the process. | 23 | we did for Representative Herndon was seniors -- I |
| 24 | Yeah. So, actually, teachers -- her mom's | 24 | mean older kids, high school kids -- working with |
| 25 | bachelor's degree is in media and also teaches | 25 | middle school kids and just coming together in order |


|  | 90 |  | 92 |
| :---: | :---: | :---: | :---: |
| 1 | to show how important it is for us to be in tune to |  | unique work. And also keep your data up, important, |
| 2 | that. | 2 | too, because I think a lot of people think the two |
| 3 | When you think academics, academics, | 3 | just can't go well together. And I truly do |
| 4 | academics. Well, I'm comforted by knowing that our | 4 | appreciate that. |
| 5 | young people are aware of the affective part and how | 5 | I know you said there were challenges |
| 6 | we connect with one another and building of | 6 | with -- with finances and loss of students. And are |
| 7 | relationships. Yes, academics are important. But | 7 | you still at .6? |
| 8 | in order to get there, we have to take the journey | 8 | MR. JONATHAN DOOLEY: No, I'm at |
| 9 | through this, and it's very powerful. | 9 | full-time. It's next year that I would probably be |
| 10 | COMMISSIONER VOIGT: So my last question | 10 | a . 6 . |
| 11 | is, you know, there's always -- every school has | 11 | COMMISSIONER GIPSON: Oh. Are you going |
| 12 | increasing numbers of special education students. | 12 | to go . 6 next year? Is that for financial reasons |
| 13 | It's just the way (inaudible) right now. | 13 | at the school, or -- |
| 14 | With 36 percent of your population having | 14 | MR. JONATHAN DOOLEY: Well, as we -- I |
| 15 | an IEP, are you able to keep up with all of that ed | 15 | remember at the site visit. I'm expensive. |
| 16 | diag testing? | 16 | COMMISSIONER GIPSON: I know. I know. |
| 17 | How many special ed licensed teachers do | 17 | MR. JONATHAN DOOLEY: And with my |
| 18 | you have right now? | 18 | experience, I'm expensive. But the way we're |
| 19 | MR. JONATHAN DOOLEY: We have three right | 19 | looking at it -- and Mike, the other Mike, please |
| 20 | now. And I think that's why the numbers are twice | 20 | jump in if you want. |
| 21 | what they are at a public school. Like, usually, | 21 | We've looked at several scenarios. And I |
| 22 | public schools are 17 percent. We're at 36 percent | 22 | have charts in the packet there. One scenario was |
| 23 | because we do it so well. We have an inclusion | 23 | to if we can get up to 240 kids in two years, I can |
| 24 | program where we have teachers working together. | 24 | stay full time. But you're realistically thinking, |
| 25 | So you have the general ed teacher and the | 25 | that's a challenge, 240 kids , unless a school |
|  | 91 |  | 93 |
| 1 | special ed teacher actually working in smaller | 1 | totally closes. Then we get -- then we looked at |
| 2 | groups, helping the teachers plan, and making sure | 2 | 220 kids. Okay, that's 40 kids. I have 20 each |
| 3 | that the teachers are working with the IEP in mind. | 3 | year, I could be a .8. |
| 4 | That's another great way for the Kid Talks | 4 | Okay. That sounds good. |
| 5 | that we have. Teachers are aware of the IEPs. It's | 5 | And then we have -- and then if we went to |
| 6 | not just a document that's there for compliance, but | 6 | a 6 , let's say we didn't get as many kids. We |
| 7 | we use it and make it come alive and help the kids. | 7 | struggle. If we got up to 200 kids, we wouldn't be |
| 8 | And that's what we've always said. The | 8 | able to make it past the next few years. |
| 9 | reason why our pop- -- is so -- 36 percent is | 9 | But by having a .8 , and if we got up to |
| 10 | because parents really do like the fact that we give | 10 | 220 kids -- and I've talked to the staff about that, |
| 11 | attention to those kids with special needs. | 11 | and they're so great. They're, like, "We can do it. |
| 12 | COMMISSIONER VOIGT: I have an idea for | 12 | Lets go." It felt like Judy Garland and Mickey |
| 13 | Higher Education to help make special ed licensing | 13 | Rooney. "Let's do it." It's just 20 kids. Let's |
| 14 | easier to obtain, because there's going to be a | 14 | see -- okay, great. Twenty next year. I could be a |
| 15 | need. There already is a need. I mean, that's the | 15 | . 8 , or I could be a . 5 . |
| 16 | biggest teacher vacancy right now is for special ed | 16 | And a .5 will allow me to do what's |
| 17 | licensed teachers. I have a plan. | 17 | necessary as a principal, the statutory things, I |
| 18 | So, anyway, thank you very much. I'm glad | 18 | work with the governing council with that. And I |
| 19 | I could hold it together. And thanks. | 19 | would also teach. I would be one of the humanities |
| 20 | MR. JONATHAN DOOLEY: Well, thank you. | 20 | teachers. And I think that would be really |
| 21 | THE CHAIR: Commissioner Gipson. | 21 | powerful. And those days, I'd be the head teacher. |
| 22 | COMMISSIONER GIPSON: So thanks for all of | 22 | If there was an emergency, then we'll save it for |
| 23 | this. We were laughing before about the books. And | 23 | the next day when I would be the principal. I could |
| 24 | I truly do appreciate the fact that you've got this | 24 | juggle that. |
| 25 | dedication to the media arts and integrative and | 25 | But what I really like is being the .8 . |


|  | 94 |  | 96 |
| :---: | :---: | :---: | :---: |
|  | We wouldn't save as much money, but we would be | 1 | So we don't know where those kids went. |
| 2 | sustainable. .8. And then every Friday would be | 2 | Some of them may have moved away. Some may have |
| 3 | like we were when we were online. Everyone goes | 3 | decided to stay home. Some don't want to take the |
| 4 | online. We would survey our community and see who | 4 | risk with the pandemic and all. |
| 5 | couldn't do it and make accommodations for them. | 5 | So we understand that. I know that the |
| 6 | But they could be -- I wouldn't be | 6 | parents coming to our school like it for the |
| 7 | working, because as an administrator, the kids are | 7 | project-based learning. They like the |
| 8 | home, parents take care of it. But the teachers | 8 | individualized attention. They like the fact that |
| 9 | would spend the morning working with the kids. | 9 | their kids have teachers that are really involved in |
| 10 | And bring back our Operation Reconnect -- | 10 | the kids' lives and really want to make a |
| 11 | well, we would continue the Operation Reconnect. | 11 | difference. |
| 12 | Because during the pandemic, the teachers would | 12 | COMMISSIONER GIPSON: Yeah. And I do -- I |
| 13 | spend the afternoon meeting with kids one on one | 13 | appreciate that with the project-based learning, the |
| 14 | online helping the kids with their grades and make | 14 | inclusive classroom. We know how special ed |
| 15 | sure they are staying the course and what they | 15 | students can really thrive through that. |
| 16 | needed to do. | 16 | And I appreciate your commitment to that, |
| 17 | So that's an avenue. And I've mentioned | 17 | because a lot of people think project-based learning |
| 18 | it to some of the teachers. I'd be coming into the | 18 | is easy to do. |
| 19 | classroom, or -- they like the idea of being online | 19 | MR. JONATHAN DOOLEY: No. |
| 20 | on Friday, because it just gives some time for them | 20 | COMMISSIONER GIPSON: And it's not. You |
| 21 | for their downtime as well and their social | 21 | know, if it's done well, it's very difficult to do. |
| 22 | emotional needs as well. | 22 | And the commitment to it is -- is -- it's hard for |
| 23 | So right now I'm full, but next year it | 23 | some schools to sustain it, because once they get |
| 24 | could change. That's a long answer. | 24 | into it, they know it is hard. So I truly do |
| 25 | COMMISSIONER GIPSON: Are there additional | 25 | appreciate that. |
|  | 95 |  | 97 |
| 1 | staff cuts that have to take place? Or no? | 1 | Do you have an active equity council? |
| 2 | MR. JONATHAN DOOLEY: No, no, no, no. | 2 | MR. JONATHAN DOOLEY: Yes, we do. |
| 3 | COMMISSIONER GIPSON: Okay. And I know in | 3 | Actually, during the pandemic, right before it hit, |
| 4 | the application, you said you weren't really able to | 4 | our equity council met for the very first time, and |
| 5 | identify where those kids went. | 5 | then we had to go online. |
| 6 | MR. JONATHAN DOOLEY: Yeah. | 6 | COMMISSIONER GIPSON: They hibernated, |
| 7 | COMMISSIONER GIPSON: Have you been able | 7 | too. |
| 8 | to figure out -- | 8 | MR. JONATHAN DOOLEY: What it is, we |
| 9 | MR. JONATHAN DOOLEY: Well, we've -- we | 9 | stayed in touch through Zoom and all that. In order |
| 10 | know that some of them may have gone to | 10 | to move forward as a school with the reimagining |
| 11 | homeschooling. | 11 | part and diving into the founding document, and the |
| 12 | COMMISSIONER GIPSON: Yeah. | 12 | CLR representation is actually from the founding |
| 13 | MR. JONATHAN DOOLEY: We know that. Some | 13 | document, I just had to clean it up a bit. But the |
| 14 | of them -- I know that we've increased -- we've been | 14 | founding document is very equitable. And so we want |
| 15 | able to maintain. Because during the ESSER -- | 15 | to get them back going together, because what |
| 16 | because those funds, we advertised in communities | 16 | happened we were able to stay the course of their |
| 17 | who really needed -- who were affected by the | 17 | equity is because the staff took it over and making |
| 18 | pandemic. | 18 | sure students are at the table and their voice and |
| 19 | By virtue of that, we have now 61 percent | 19 | becoming very diverse. And our kids want that as |
| 20 | of our kids are kids of color, which I'm very proud | 20 | well. |
| 21 | of, and really creates a certain dynamic of our | 21 | So we have the -- we have the committee. |
| 22 | school that we're able to reflect the population of | 22 | Some people had to leave and some people are on it. |
| 23 | New Mexico, which is really powerful in my book. | 23 | So I want to get them back together and saying, |
| 24 | And I'm really -- and I have a staff that really | 24 | okay, now that we're getting back into the swing of |
| 25 | supports that as well and have those conversations. | 25 | things, let's touch base with that. |

COMMISSIONER GIPSON: Okay. Thanks. MR. JONATHAN DOOLEY: Oh, yeah. COMMISSIONER GIPSON: Thanks. THE CHAIR: Commissioner Chavez. Then Commissioner Carrillo.

COMMISSIONER CHAVEZ: Yes. Thank you. Excuse me. I want to go back to -- I think Commissioner Voigt had already brought this up about the SpEd . And when you said 36 percent of our population was SpEd, boy, that sent up a red flag for me, because the average, actually, in the state is actually 12 percent. Not 17 percent. It's 12 percent.

And so I'm just wondering. Is that -- is that an issue that you have 36 percent identified SpEd kids? And has anybody from the SpEd Bureau at PED looked at what's going on? I mean, have they identified a problem or not?

And it could be totally legitimate. I'm just asking.

MR. JONATHAN DOOLEY: Oh, yeah. We haven't heard anything from the PED with our SpEd population. We stay in contact with them with what we need to do in order to be in compliance.

I know that the project-based approach

DIRECTOR CORINA CHAVEZ: Commissioner Chavez, I know that we have had the SpEd Bureau look at the school's SpEd performance. And if you'll give me a minute, I'll be able to respond to that.

COMMISSIONER CHAVEZ: I guess another question I can ask in the meantime is are the kids that you're receiving, are they already -- do they already have IEPs? Or are you -- or are the majority of the kids being identified once they hit your school?

MR. JONATHAN DOOLEY: No. Most of the students come to us already with an IEP or a 504.

COMMISSIONER CHAVEZ: Okay.
DIRECTOR CORINA CHAVEZ: So if I may, Commissioner Chavez, if you look at the final renewal recommendation on this school, there is a roll-up of all of the indicators and the ratings over the past four years. And so the indicators that would be associated with special ed findings or concerns would be on the rights of students.

So that would be Indicator 4.a. And so when we look at that across the board, it Meets Standards for the years that it was reviewed. And we have the actual data.

So in 2018-'19 and then again in '21-'22,

1 really does support more of the SpEd kids than more 2 of a traditional classroom. And I think it's 3 because we have an inclusion. It's not a pullout 4 program, but a pull-in program.

So we have the teachers team teaching together in the classroom with those kids.

COMMISSIONER CHAVEZ: Could you -- I mean, off the top of your head, could you tell me the different levels you have as far as percentages? You know what? What makes up that 36 percent as far as the different levels?

MR. JONATHAN DOOLEY: It's kids with IEPs, kids with 504s, and our gifted students.

COMMISSIONER CHAVEZ: Sure. Sure. I understand. But how many are identified D-level, C-level, A and B?

MR. JONATHAN DOOLEY: I don't know that right off the bat. But I do know that when we look at the subgroup of our SpEd kids, with our NWEA results, the kids in some areas are doing just as well as the kids in general.

COMMISSIONER CHAVEZ: Okay. I guess I -the next question I have is for Director Chavez. Has anything come up as far as red flags in regards to such a high population of SpEd ?
it's green. The other year, we had assurances, which meant that we were not specifically going into the school and looking at IEPs; rather, we relied on the Special Ed Bureau to do that work and let us know if they have any concerns.

I'd like to comment a little bit about special ed. I know that there is special ed staff and special ed services at the school. And word gets around if a school is doing a good job of serving students.

We asked when we visited the school about
this. And so I think that the school has attracted a population of students that know that their needs are going to be met.

COMMISSIONER CHAVEZ: That's great to hear.

And you know what? It's -- that's why I asked the question, "Are the kids coming into the school with IEPs already?" And that's great, you know. It -- you're obviously serving the needs of kids, and word does get around. And so bravo to you. Thank you.

MR. JONATHAN DOOLEY: Thank you.
THE CHAIR: Commissioner Carrillo.
COMMISSIONER CARRILLO: Thanks very much

|  | 102 |  | 104 |
| :---: | :---: | :---: | :---: |
|  | for being with us today. Sorry we didn't get to see |  | form of, you know, expression within the media? |
| 2 | the movie-movie. But -- no, it was great. | 2 | Have kids expressed that? Or do you offer a way for |
| 3 | MR. JONATHAN DOOLEY: It's on our YouTube. | 3 | them -- are you encouraging them to do investigative |
| 4 | COMMISSIONER CARRILLO: The -- let's see. | 4 | reporting, whatever it might be? |
| 5 | I'm glad to hear what Glenna -- what Vice Chair | 5 | MR. JONATHAN DOOLEY: Actually, yeah. |
| 6 | Voigt -- brought up regarding literacy. | 6 | When you have the kids doing a PSA on mental health |
| 7 | So on -- in that kind of area, are you | 7 | or a PSA on green space, or a PSA on something going |
| 8 | also in any way teaching and discussing with kids | 8 | on in the community, they're having to do the |
| 9 | responsibility and ethics related to media? I mean, | 9 | research and the investigation. |
| 10 | not just media literacy. | 10 | And our Film and Television teacher does |
| 11 | MR. JONATHAN DOOLEY: Oh, yeah. The | 11 | that in the green room production studio. The kids |
| 12 | ethics and being responsible, especially because | 12 | are putting together information. |
| 13 | they have such easy access to things like TikTok and | 13 | And what's interesting is that sometimes |
| 14 | Instagram and all that, and the kids being | 14 | you can have a conversation with them to where -- |
| 15 | responsible and being ethical about that and -- | 15 | for instance, this one student did -- and it just -- |
| 16 | COMMISSIONER CARRILLO: Do they have | 16 | that the homeless rate was less in Bellingham, |
| 17 | spirited discussions about -- it would be | 17 | Washington, than it is in Albuquerque. |
| 18 | interesting to hear young people these days talk | 18 | So I took the student and -- the person |
| 19 | about that issue, since they're barraged mostly with | 19 | that worked on it, and we did some research. |
| 20 | things that are false and horrible, I'd say probably | 20 | Actually, the percentage, it's lower in Albuquerque. |
| 21 | 90 percent of it, and having to weed through | 21 | So this is why you do it. So they all got into |
| 22 | everything. | 22 | this. It's, like, that's why you need to do |
| 23 | MR. JONATHAN DOOLEY: One thing. A lot of | 23 | research. You can't just go on your opinion. |
| 24 | students, including when my kids were younger, they | 24 | That's the ethical part. We all have |
| 25 | couldn't understand that we had three channels. And | 25 | ideas. But you want to make sure you're |
|  | 103 |  | 105 |
| 1 | we had (inaudible) and PBS. You had to go up the | 1 | communicating what's right out there and what's |
| 2 | chain. You didn't have easy access right there. | 2 | correct. |
| 3 | So it's just teaching them that you're not | 3 | MR. MIKE TRUJILLO: Can I expand on that |
| 4 | your phone. You're not that -- on TikTok and all | 4 | as well? |
| 5 | that. And part of the social-emotional is dealing | 5 | COMMISSIONER CARRILLO: Sure. My question |
| 6 | with what the kids have to experience when the | 6 | is why Bellingham? |
| 7 | outside world is right there at the palm of your | 7 | MR. JONATHAN DOOLEY: They went to |
| 8 | hands. | 8 | vacation up there. |
| 9 | But also it's very powerful in the fact | 9 | MR. MIKE TRUJILLO: As far as the |
| 10 | that they know they can make a difference. They can | 10 | journalism component is something that we as a |
| 11 | change. We want to make kids much more promoting | 11 | board, some of us as founders -- I'm one of the |
| 12 | the school on social media. | 12 | founder -- one of the nine original founders -- |
| 13 | In fact, some of the kids have asked to | 13 | that's an important piece of the puzzle for us is |
| 14 | put a TikTok on to hash-tag the school. And I asked | 14 | broadcast journalism. |
| 15 | them, "Can I look at it before? It looks good." | 15 | I'd like -- we would like to see that |
| 16 | But the thing is, then on Facebook, | 16 | enhanced. We have a journalist that sits on our |
| 17 | Instagram, Snapchat, all those things the kids do; | 17 | board. I work in media, not as a journalist, but |
| 18 | Twitter, if they care about that. But having the | 18 | with journalists, and that is something that's |
| 19 | kids be aware of their influence and what they can | 19 | important to me, the media integrity, again, going |
| 20 | do and how powerful they can be with something like | 20 | back to what we talked about with media literacy as |
| 21 | that. | 21 | well as media responsibility. |
| 22 | COMMISSIONER CARRILLO: Good. I'm happy | 22 | That is something big that we would like |
| 23 | to hear that. | 23 | to really hone in on a lot more as well for future |
| 24 | Are there any kids or any expressions -- | 24 | generations of our students. |
| 25 | interests in journalism, specific -- as a specific | 25 | COMMISSIONER CARRILLO: That's great to |


|  | 106 |  | 108 |
| :---: | :---: | :---: | :---: |
| 1 | hear. The -- so I -- I'm impressed by your | 1 | mean, when you start to look -- but we want to keep |
| 2 | graduation rate being higher than, and the way it's, | 2 | that going, and we know that the one on one with the |
| 3 | you know, increased in trajectory over these last | 3 | kids is really working. |
| 4 | four years. | 4 | And when it comes to high-dosage tutoring |
| 5 | And then, certainly, in science. And it | 5 | with the kids after school, we're doing it in the |
| 6 | would seem like the people that would go to the | 6 | classroom. Project-based allows the kids who are |
| 7 | school, they're just -- their brains are going to be | 7 | excelling to move on. We facilitate. We let those |
| 8 | working that way in a lot of ways. Reading, much | 8 | kids do what they can. And that gives the teacher |
| 9 | higher. | 9 | time to do small group. And if you're working with |
| 10 | What are you going to do about these | 10 | another teacher, they can facilitate the rest of the |
| 11 | horrible math scores? Seriously. It's, like, what | 11 | kids while I'm working with these here. |
| 12 | are you going to do? | 12 | And that also is a mind-shift for some |
| 13 | MR. JONATHAN DOOLEY: No, you're right. | 13 | teachers. Because in education, we come -- it's |
| 14 | COMMISSIONER CARRILLO: Because I know in | 14 | usually top-down, the system, where we're doing a |
| 15 | a lot of cases where someone has 23 , they can say, | 15 | shift to where it's a lot of bottom-up and about |
| 16 | "Well, we're way above most of these other people." | 16 | looking at what the kids need, me, as the |
| 17 | You know, the bar is set so low in | 17 | administrator, empowering and helping the teachers |
| 18 | New Mexico as it is. And so what are you going to | 18 | feel that empowerment, because the schedule we have |
| 19 | do to bring those math scores up? | 19 | now all came from the teachers. Working with the |
| 20 | MR. JONATHAN DOOLEY: The reason why we | 20 | STEM coach, that comes from them. That's where it |
| 21 | wanted the CTE grant and we brought in this | 21 | happens. So it's a continuous improvement. |
| 22 | intervention specialist and we started the Kid Talks | 22 | COMMISSIONER CARRILLO: Challenge. No. |
| 23 | was to increase the math scores. | 23 | But I'm glad you see that and you're working on it. |
| 24 | The freshman focus was the way to get kids | 24 | Oftentimes -- these days, anyway -- it's helping |
| 25 | to graduate, and we've done that. | 25 | kids find the relevance of it. |
|  | 107 |  | 109 |
| 1 | Math is -- right now, we're back on | 1 | And I know the legislature -- I think in |
| 2 | trajectory after the pandemic, because we have the | 2 | this legislature, they're seriously considering the |
| 3 | STEM coach. They're working one on one. They're | 3 | idea of eliminating Algebra 2 and replacing it |
| 4 | working with the kids who have not done so well in | 4 | with -- yeah, I agree with you completely -- and |
| 5 | the NWEA and working with those kids one on one in | 5 | replacing it with either financial literacy or kids, |
| 6 | the classroom. | 6 | the electives they want in their lives that they're |
| 7 | When I say "coach," it's not a coach for | 7 | interested in. |
| 8 | the teacher; it's a coach for the kids. And then | 8 | And for those people going into an |
| 9 | helping the kids with those assignments and seeing | 9 | engineering track, yeah, you're going to need this. |
| 10 | the connectedness. I know with -- with | 10 | So it's the relevance piece, too. I just wanted to |
| 11 | project-based learning, it makes learning the | 11 | ask you about that. |
| 12 | academics much more enjoyable and comprehensive and | 12 | MR. JONATHAN DOOLEY: Sure. Thank you. |
| 13 | the kids see the connection. | 13 | COMMISSIONER CARRILLO: I'm very impressed |
| 14 | So that's a journey that we're on. And to | 14 | on the reading side. |
| 15 | say that we've always done really well with the | 15 | MR. JONATHAN DOOLEY: Thank you. |
| 16 | reading and we've always struggled with the math, I | 16 | THE CHAIR: All right. So I'll say the |
| 17 | think it's ongoing to keep plugging away. We've | 17 | one thing I love about schools that are specialty |
| 18 | seen some results with this. We want to keep it | 18 | schools the way you are is the integration of being |
| 19 | going. | 19 | able to do the history -- the humanities project of |
| 20 | I think it's also teachers helping | 20 | Mesopotamia and filming it -- like, I love the |
| 21 | teachers. For instance, if I'm a humanities | 21 | opportunity to be able to take the core subjects and |
| 22 | teacher, and there's some math in my curriculum, I'm | 22 | integrate, like, the specialties that your school |
| 23 | going to support the math program with that. It's | 23 | provides into that learning, because I think that's |
| 24 | just a matter of working together. | 24 | what -- like I know from many traditional schools, |
| 25 | We see a growth. But you're right. I | 25 | kids go for the electives. They'll tell you. You |


|  | 110 |  | 112 |
| :---: | :---: | :---: | :---: |
| 1 | talk to high schoolers. They're, like, I'm going | 1 | those opportunities outside the school and you're |
| 2 | because I love gym, or I love the yearbook class. | 2 | already built for it, it seems like it should be a |
| 3 | I'm there all day, but I love that elective, right? | 3 | natural -- "Hey, we have kids who know what they're |
| 4 | So integrating basically the elective into | 4 | doing already." |
| 5 | everything makes the school more enjoyable for many | 5 | MR. MIKE TRUJILLO: We heard about the |
| 6 | kids, especially kids that are choosing schools | 6 | proposed state school, I guess, which is a |
| 7 | knowing what they're getting themselves into. | 7 | secondary. And we want to reach out to them and |
| 8 | My -- so Vice Chair Voigt talked about | 8 | provide them some of our basic, you know, frameworks |
| 9 | community partners. You talked a little bit about | 9 | that we use to build up our curriculum. |
| 10 | community partners. | 10 | And so, you know, it's not about |
| 11 | I'm wondering -- this is just my | 11 | reinventing the wheel. It's about sharing and |
| 12 | curiosity. Like, the Netflix Studios expansion, | 12 | helping collaborate that and bulking it up. And |
| 13 | like the film industry coming to New Mexico, how has | 13 | that includes other schools at our grade levels, |
| 14 | that impacted your school over the last, you know, | 14 | whether they're public -- APS, I should say -- or |
| 15 | years? | 15 | other charter schools. |
| 16 | MR. JONATHAN DOOLEY: Talk about it, Mike? | 16 | That was why the "Collaborative" was part |
| 17 | MR. MIKE TRUJILLO: That has been a work | 17 | of our initial name, because that was one of our big |
| 18 | in progress. We have definitely reached out to as | 18 | areas was to network and help as many people as we |
| 19 | many of those -- because that's what we built the | 19 | could via those other higher levels of corporate |
| 20 | school for in the first place. Our vision was to | 20 | filmmakers. |
| 21 | provide jobs in the state of New Mexico, keep those | 21 | THE CHAIR: Awesome. Well, I'll be |
| 22 | folks here instead of going to Los Angeles, going to | 22 | interested to see how it can integrate better moving |
| 23 | New York. You know, keep the -- our economy | 23 | forward. |
| 24 | growing. And since it's very vibrant with the film | 24 | So the other -- actually, this is for you, |
| 25 | and media industry here in the state, that's | 25 | Mr. Trujillo, as well. |
|  | 111 |  | 113 |
| 1 | something we have been actively working on. | 1 | So one of the things I noticed is that the |
| 2 | We've had some good luck, and we've had | 2 | governing -- the governing board seems to have some |
| 3 | some tough luck, not any bad luck. And when I say | 3 | issues with always getting their training hours done |
| 4 | tough luck, it's just a matter of knocking on doors, | 4 | and completed. |
| 5 | I think, and having them accept us and say, "All | 5 | Do you have -- have you-all had a |
| 6 | right. Here's what we're going to do to work with | 6 | discussion about that? Do you have a plan moving |
| 7 | you." | 7 | forward on how to make sure those -- when you do |
| 8 | But we are always actively seeking | 8 | have changes, they're getting submitted timely, and |
| 9 | Netflix, NBC Universal, CBS, whatever entity that is | 9 | everyone's getting their training hours that they're |
| 10 | here in the state of New Mexico in working with them | 10 | supposed to? |
| 11 | as far as internships and other possibilities of | 11 | MR. MIKE TRUJILLO: Yes. We don't have |
| 12 | work and experiences for the students, including the | 12 | necessarily a plan. But we do have -- for one, we |
| 13 | union, the 480 union. IATSE has been always a | 13 | have reminders all the time. And when we're in our |
| 14 | partner with the school, and we're kind of | 14 | board meetings, it's, like, all right, we've got to |
| 15 | reestablishing that. It took a little bit of a lull | 15 | do this. I'll probably be the one to say that I've |
| 16 | because of the pandemic. But we're focusing on that | 16 | been the one that's fallen back. |
| 17 | as well, and they've been receptive. | 17 | THE CHAIR: I'm so glad you're here today |
| 18 | So we're known. And people know it's just | 18 | for me to talk to you directly, Mr. Trujillo. |
| 19 | a matter of time of building up the stronger | 19 | MR. MIKE TRUJILLO: We make sure that we |
| 20 | foundations in that regard. | 20 | emphasize that, especially the new board members. |
| 21 | THE CHAIR: Do you feel like that's going | 21 | Get your training taken care of and stay on it. And |
| 22 | to be one of those goals for the next five years? | 22 | even if you're a board member that's had a lot of |
| 23 | MR. MIKE TRUJILLO: It's just a goal since | 23 | tenure, and you're going through the same kind of, |
| 24 | the beginning. | 24 | quote, unquote, boring training you've done before, |
| 25 | THE CHAIR: Like, when you're expanding | 25 | you just have to re-up it, do it, and get it done. |

Yeah, we've been a little bit tighter on that. And, again, the fish rots at the head. That was a little bit of my --

THE CHAIR: Well, you know, as a former teacher, it's the teachers who have been on the longest are like the last ones to do the required trainings. The new teachers are like, "I'm doing it yesterday."

I'm glad it's you that's here today. Get that done so we don't need talk to you about it next time.

MR. MIKE TRUJILLO: Okay. Will do.
THE CHAIR: It's, like, one of those things that -- the only thing that I bring it up for is because it makes me worried about if your processes are clean and clear-cut. Like, if you're turning them in late, if your governing board transitions, and you're turning that in late, how are the other processes going, right?

Like, it's sometimes those simple things. How are they doing the big things then if the simple things aren't working functionally?

MR. MIKE TRUJILLO: Yeah. It has been somewhat of a deficiency on my part in executing it, but not anymore.
question about civics and government. Because one thing that does -- everyone in this room, except maybe Chair Burt, remembers, "I'm just a bill on Capital Hill." I mean, how great were those?

What are you doing? Man, you just loved it on Saturday mornings. You know, need to know --

MR. JONATHAN DOOLEY: "Conjunction Junction, what's your function?"

Yeah, don't get me started. The last renewal, I just went off. Oh, yeah, really. I started singing. It was great.

COMMISSIONER CARRILLO: Good. Okay. Where does civics and government fit in to the whole scheme of things? Because I just have -- in my imagination, I have you guys making a 2023 version of "I'm just a Bill" to teach the executive branch and how it works. Or the three branches.

MR. JONATHAN DOOLEY: And this comes mostly from the kids, I think, when they started three years ago, when they said, "We want our teachers to know who we are, that we're more than just our test score or our grade," explore the fact that kids have pronouns and special needs and their cultural background and all that.

And the school is very community minded in

THE CHAIR: That was the only real question I had. Commissioner Carrillo, and then Commissioner Voigt.

COMMISSIONER VOIGT: Yeah. Thank you.
THE CHAIR: Commissioner Carrillo first.
COMMISSIONER VOIGT: Okay.
COMMISSIONER CARRILLO: I'm not going to make a motion or nothing. Why do you get to make all the motions?

THE CHAIR: She just wants to.
COMMISSIONER CARRILLO: Oh, that's cool.
That's fine. No, I know that Julia, who writes them out and they're all, like -- it's all cool.

So, Jon.
MR. JONATHAN DOOLEY: Yes, sir.
COMMISSIONER CARRILLO: You had referenced -- I guess Mickey Mantle -- Mickey Rooney and Judy Garland earlier. You made a comment about -- now I'm dating myself. You know, I wasn't alive when those things came out, and neither were you.

MR. JONATHAN DOOLEY: How do you know? No. Just kidding.

COMMISSIONER CARRILLO: I can't imagine that you were when those came out. However, a
that respect. The kids really steer us in what we need to do with being civic minded, reaching out.

I think part of our becoming a community is taking care and nurturing each other and also being aware that there's always these policies that we follow and respecting that.

And if you want to be a change agent, you've got to know what the rules are in order to make the change.

And there's a quote from Working Girl that has that. You want to make a difference, but you have to get there to make the difference. It just doesn't happen.

And that's why I look at it -- my journey with Media Arts is the fact you want to make a difference, and you want to make sure that kids realize that you have a voice in what it is you're doing in your education; it's not just top-down.

Kids come to us thinking it's going to be the teacher doing it. Teachers come in thinking, I'm going to tell them what to do. We're at a table? We're all deciding this? Yes.

We're going to make sure we follow through with the kids and, with each other, that we have this larger goal about our school in mind and about

|  | 118 |  | 120 |
| :---: | :---: | :---: | :---: |
| 1 | our community being a safe space for everyone to | 1 | something as a school. |
| 2 | excel that. | 2 | We don't want to see people leaving away |
| 3 | COMMISSIONER CARRILLO: I'm happy to hear | 3 | not knowing those things. And if they're not |
| 4 | that. I'm more specifically wondering about -- this | 4 | getting that at home, we like to provide that |
| 5 | is big concern of mine generally, and just about | 5 | information. We can provide that for their families |
| 6 | public schools in general, kids knowing how our | 6 | as well. Even some basic things. Those numbers are |
| 7 | government works and the history of the | 7 | appalling, and we're looked on as a joke, I think, |
| 8 | United States, 'cause I firmly believe we wouldn't | 8 | worldwide. When you see Jimmy Fallon asking, "Who's |
| 9 | be in the mess we're in today in this country if | 9 | vice president of the United States?" |
| 10 | kids were taught all of this over the last 25, | 10 | "Oh, I don't know. Roosevelt?" |
| 11 | 30 years. | 11 | It's not funny. It's actually pretty sad. |
| 12 | How are you going to help fix that? | 12 | And that's our responsibility as a media school to |
| 13 | MR. JONATHAN DOOLEY: At our school, we | 13 | make sure that the students don't leave without |
| 14 | have our SGA sponsors -- we'll do the best we can. | 14 | those very basic things in their knowledge of what's |
| 15 | But I have an SGA sponsor who's bringing the kids | 15 | going on in the world. |
| 16 | together. We just had an election. Some of the | 16 | So that's, again, part of it, kind of ties |
| 17 | kids were running against themselves. No | 17 | hand in hand. |
| 18 | opposition. So it's like having the conversation | 18 | MR. JONATHAN DOOLEY: And our Film and |
| 19 | that if you want to make a change, you have to be | 19 | Television teacher also brings in a lot of the |
| 20 | out there doing it. And so it's being an agitator. | 20 | current events with the kids. |
| 21 | Be the one to make this happen. | 21 | COMMISSIONER CARRILLO: Cool. So just as |
| 22 | And so it's having that conversation with | 22 | a closing thing, I don't know if you saw it. But |
| 23 | kids. The kids will say they want something. They | 23 | I'm sure you remember All The President's Men. I'm |
| 24 | want this and that. Well, how are you going to make | 24 | sure everyone here remembers the film. The movie, |
| 25 | it happen? You tell me. We have to do this | 25 | She Said, I think is like a 2022 version of that |
|  | 119 |  | 121 |
| 1 | together. | 1 | issue of that film. |
| 2 | That's where it comes in about the | 2 | Its importance and the way it was done, |
| 3 | government, that it's really up to us to be the | 3 | it's like right up there with All the President's |
| 4 | change to make it happen. | 4 | Men, and I think it's important in political cinema. |
| 5 | And we have a student government | 5 | So if that's something the kids want to watch, it's |
| 6 | association that's working toward that. We have a | 6 | really powerful. |
| 7 | National Honor Society that's also part of that, and | 7 | MR. JONATHAN DOOLEY: We've actually done |
| 8 | making sure that, "Okay, you're on the student | 8 | All the President's Men with the kids. |
| 9 | government but you represent these other kids. How | 9 | COMMISSIONER CARRILLO: Have you, really? |
| 10 | are you going to make sure that they're at the table | 10 | MR. JONATHAN DOOLEY: Yeah. They've read |
| 11 | as well?" | 11 | the book and did reports on it. |
| 12 | So it's a process. We've been doing it | 12 | COMMISSIONER CARRILLO: Outstanding. |
| 13 | the past few years. And it's continuous. | 13 | Pass. |
| 14 | MR. MIKE TRUJILLO: Fortunately, when | 14 | THE CHAIR: All right. Commissioner |
| 15 | we're talking about media arts, the news is | 15 | Voigt? |
| 16 | something that's always going to be there. And the | 16 | COMMISSIONER VOIGT: Thank you. I think |
| 17 | students are going to use those as examples of | 17 | in addition to his passion for filmology, |
| 18 | what's going on in the world. | 18 | Commissioner Carrillo is bucking for a producer's |
| 19 | Because I'm with you. I -- it's | 19 | job. |
| 20 | absolutely appalling when you find a 16-, a 17-, or | 20 | COMMISSIONER CARRILLO: Yeah. |
| 21 | a 42-year-old who doesn't even know the | 21 | (Inaudible.) |
| 22 | vice president of the United States or what | 22 | COMMISSIONER VOIGT: So it is my honor to |
| 23 | amendment is what or what civil rights they have or | 23 | move that the Public Education Commission approve |
| 24 | this, that, or the other. And it's really bad. And | 24 | the application for New Mexico Academy for the Media |
| 25 | we have identified that as well as -- that's | 25 | Arts for a five-year term, 2023 through 2028, |


|  | 122 |  | 124 |
| :---: | :---: | :---: | :---: |
| 1 | without conditions. | 1 | BEFORE THE PUBLIC EDUCATION COMMISSION |
| 2 | COMMISSIONER GIPSON: Second. | 2 | STATE OF NEW MEXICO |
| 3 | COMMISSIONER CARRILLO: Second. | 3 |  |
| 4 | THE CHAIR: There's a motion and a second. | 4 |  |
| 5 | Any other discussion by Commissioners? | 5 |  |
| 6 |  | 6 |  |
| 6 | (No response.) | 7 | REPORTER'S CERTIFICATE |
| 7 | THE CHAIR: All right. Seeing none, Vice | 8 | I, Cynthia C. Chapman, RMR, CCR \#219, Certified |
| 8 | Chair Voigt, if you could call roll. | 9 | Court Reporter in the State of New Mexico, do hereby |
| 9 | COMMISSIONER VOIGT: Commissioner Manis. | 10 | certify that the foregoing pages constitute a true |
| 10 | Commissioner Manis. I see you. I will come back. | 11 | transcript of proceedings had before the said |
| 11 | Commissioner Chavez. | 12 | NEW MEXICO PUBLIC EDUCATION COMMISSION, held in the |
| 12 | COMMISSIONER CHAVEZ: Yes. | 13 | State of New Mexico, in the matter therein stated. |
| 13 | COMMISSIONER VOIGT: The motion. Yes or | 14 | In testimony whereof, I have hereunto set my |
| 14 | no? COMMISSONER VOIGT. The motion. Yes or | 15 | hand on December 17, 2022. |
| 14 | no? | 16 |  |
| 15 | COMMISSIONER CHAVEZ: Yes. | 17 |  |
| 16 | COMMISSIONER VOIGT: Thank you. | 18 |  |
| 17 | Commissioner Robbins. |  | Cynthia C. Chapman, RMR-CRR |
| 18 | COMMISSIONER ROBBINS: Yes. | 19 | New Mexico Certified Reporter \#219 |
| 19 | COMMISSIONER VOIGT: Commissioner Gipson. |  | BEAN \& ASSOCIATES, INC. |
| 20 | COMMISSIONER GIPSON: Yes. | 20 | 201 Third Street, NW, Suite 1630 |
| 21 | COMMISSIONER VOIGT: Commissioner |  | Albuquerque, New Mexico 87102 |
| 22 | Carrillo. | 21 | License Expires: 12/31/2023 |
| 2 | Carrilo. | 22 |  |
| 23 | COMMISSIONER CARRILLO: Yes. | 23 |  |
| 24 | COMMISSIONER VOIGT: Chair Burt. | 24 |  |
| 25 | THE CHAIR: Yes. | 25 | Job No.: 6334N (CC) |
|  | 123 |  |  |
| 1 | COMMISSIONER VOIGT: Vice Chair Voigt | 1 | RECEIPT |
| 2 | votes yes. Commissioner Davis is still not here. | 2 | JOB NUMBER: 6334 N CC Date: 12/12/22 |
| 3 | Commissioner Taylor, not here. | 3 | PROCEEDINGS: OPEN PUBLIC CHARTER SCHOOL RENEWAL |
| 4 | And Commissioner Armijo is not here. | 4 | HEARINGS - Horizon Academy West and NM Academy for |
| 5 | Coming back to Commissioner Manis. | 5 | the Media Arts |
| 6 | COMMISSIONER MANIS: Yes. Thank you. | 6 | CASE CAPTION: In re: Charter School Renewal Hearing |
| 7 | COMMISSIONER VOIGT: Okay. Thank you. | 7 | Meeting |
| 8 | That motion passes with seven yays. | 8 | ********************** |
| 9 | THE CHAIR: Congratulations. | 9 | ATTORNEY: MS. BEVERLY FRIEDMAN - PED |
| 10 | MR. JONATHAN DOOLEY: Thank you. | 10 | DOCUMENT: Transcript / Exhibits / Disks / Other |
| 11 | (Applause.) | 11 | DATE DELIVERED: ___ DEL'D BY: |
| 12 | THE CHAIR: We will adjourn until | 12 | REC'D BY: __ TIME: |
| 13 | 8:30 a.m. tomorrow. | 13 | ************************** |
| 14 | (Proceedings adjourned at 3:30 p.m.) | 14 | ATTORNEY: |
| 15 |  | 15 | DOCUMENT: Transcript / Exhibits / Disks / Other |
| 16 |  | 16 | DATE DELIVERED: ___ DEL'D BY: |
| 17 |  | 17 | REC'D BY: __ TIME: |
| 18 |  | 18 | ************************** |
| 19 |  | 19 | ATTORNEY: |
| 20 |  | 20 | DOCUMENT: Transcript / Exhibits / Disks / Other |
| 21 |  | 21 | DATE DELIVERED: __ DEL'D BY: |
| 22 |  | 22 | REC'D BY: ___ TIME: ___ |
| 23 |  | 23 | *************************** |
| 24 |  | 24 |  |
| 25 |  | 25 |  |

REPORTER'S CERTIFICATE
I, Cynthia C. Chapman, RMR, CCR \#219, Certified
Court Reporter in the State of New Mexico, do hereby certify that the foregoing pages constitute a true transcript of proceedings had before the said NEW MEXICO PUBLIC EDUCATION COMMISSION, held in the State of New Mexico, in the matter therein stated.

In testimony whereof, I have hereunto set my hand on December 17, 2022.

$$
\begin{aligned}
& \text { QuenenChoman } \\
& \text { Cynthia C. Chapman, } \overline{\text { RMR-CRR }} \\
& \text { New Mexico Certified Reporter \#219 } \\
& \text { BEAN \&ASSOCIATES, INC. } \\
& \text { 201 ThirdStreet, NW, Suite } 1630 \\
& \text { Albuquerque, New Mexico } 87102 \\
& \text { License Expires: } 12 / 31 / 2023
\end{aligned}
$$

Job No.: 6334N (CC)

MAIN OFFICE

| $\mathbf{A}$ |
| :---: |
| $1: 12: 123: 13$ |

adults 15:17
advanced 42:11
advertised 95:16
advertisement 73:15
affect 79:2
affective 90:5
AFMX 85:4
afternoon 50:5,8,15 58:7 63:2
68:8 83:8 94:13
age $32: 4,25$
age-specific 31:25
agency 29:7
agenda 3:4 5:13,16,23
agent 117:7
agitator 118:20
ago 69:9 116:20
agree 109:4
agreed 13:18
agreement 54:20
ahead 9:19 49:13,16,23 79:15
Albuquerque 1:14,23 14:22
17:24 24:11,11 33:7 39:21
47:11,13,17 85:4 104:17,20
124:20
Algebra 109:3
Alice 9:5,5 16:21
aligned 14:13
alive 91:7 115:20
Allegiance 5:7,9
allow 30:13 68:5 93:16
allows 27:7 108:6
Amanda 73:10
amateurs 88:9
amazing 45:14 68:14
amendment 119:23
amp 83:18
amphitheater 77:3
Ana 72:21,24 74:2
analyses 13:8,24 51:9 54:5
analysis 10:21 13:3,15 14:10
53:15,19
analzye 60:3
Ancient 73:13
and/or 20:5 22:13
Andrea 9:7,7 16:18 19:15 20:6 20:24
Angeles 110:22
animate 71:25
animation 71:22

Announcements 88:21
announces 20:24
annual 10:14 51:3
answer 88:2 94:24
answered 39:12
anybody 28:3 98:16
anymore 38:10 69:23 73:11
76:10 114:25
anytime 56:11
anyway 61:20 76:6 91:18 108:24
Apache 59:6
apologize 41:1
appalling 119:20 120:7
appearance 26:10
applaud 44:1
Applause 49:11 123:11
applicable 11:6 51:19
applicant 13:2 53:18
application 12:2 13:1 48:2 52:15
53:17 54:11,13 55:3 67:12 95:4 121:24
appreciate 9:12 15:16 32:10
37:19 44:11,15 91:24 92:4
96:13,16,25
appreciated 37:23 54:3
Appreciation 26:12
approach 98:25
appropriate 26:1
approval 3:4,5 5:12,16 7:2 10:9
approve 7:4 48:2 121:23
approved 54:16
approximately 68:7
APS 27:11 36:12,24 43:6 64:25 112:14
area 33:15 39:6 47:2 76:19,23 102:7
areas 14:3 17:24 20:16 39:20 54:8 64:18 99:20 112:18
Argos 24:16
Armijo 5:2 6:22 8:6 49:6 123:4
arriving 50:24
art 59:17 62:17
arts 1:11 3:8 27:10 36:14 49:15
49:20 50:4,7,11 54:4,10 56:3,22
59:3,16 67:2 70:6 71:4 73:5
86:16 91:25 117:15 119:15
121:25 125:5
artwork 58:20 85:18
asked 12:18 40:6 46:15 53:7,10

101:11,18 103:13,14
asking 11:24 53:11 98:20 120:8 asphalt 78:7
assessment 22:7
assessments 60:7,7,8
assignments 107:9
Assistance 2:11,14
assistant 16:7,19
assisted 24:16 57:2
associate's 36:17
associated 100:19
Associates 1:21 124:19
association 119:6
assurances 101:1
atmosphere 26:24
ATTACHMENTS 3:12
Attendance 3:13
attended 27:13 35:15 36:14
Attendee 70:14
attention 91:11 96:8
attest 66:3
ATTORNEY 125:9,14,19
attracted 101:12
audiovisual 9:16 57:2
audits 66:22
August 10:10 19:17 51:1
authorized 14:23
autism 27:5
autonomy 11:18 17:9 52:7
available 29:2
Ave 1:13
avenue 94:17
average 22:7 98:11
Award 67:17
aware 90:5 91:5 103:19 117:5
awesome 28:20 30:1 37:4 112:21

## B

b 1:11 3:8 10:16 13:8 15:24 49:15,18 51:6 55:23 99:16
bachelor's 35:18 87:25
back 15:2 25:8,22 31:18 42:2 43:20 45:20 60:19 63:15 65:12
73:4 80:6 94:10 97:15,23,24
98:7 105:20 107:1 113:16 122:10 123:5
background 57:22 116:24
backgrounds 64:11
bad 69:22 78:20 111:3 119:24
bag 86:20
Bajada 33:5
balance 11:15
balancing 52:4
ball 43:16
Baptist 24:21
bar 31:16,18 106:17
Barnes 2:17,18
barraged 102:19
bas- 77:18
base 97:25
based 17:18
baseline 12:15 53:4
basic 112:8 120:6,14
basically 20:16 66:23 110:4
basics 43:20
basis 60:21 63:5
baskets 24:20
bat 99:18
Bean 1:21 124:19
bear 20:1 21:3
Bears 19:13,20,21 20:20 23:23
Beauty 67:9
becoming 97:19 117:3
beginning 111:24
behavior 19:24
behaviors 20:3,18
believe 19:5 87:4 118:8
Bellingham 104:16 105:6
belongs 61:17
BEMP 24:12
Ben 74:10,13 75:3,14
beneficial 61:5
benefit 59:10
best 27:8 44:2 60:15 71:9 118:14
better 37:11 62:9 65:1,19 112:22
BEVERLY 125:9
big 39:14 83:19 105:22 112:17 114:21 118:5
biggest 91:16
bill 116:3,16
binder 22:16,17
binders 22:18
Bingo 26:8
bit 16:25 35:17 41:4 47:8,14
67:19 84:20 86:14 88:14 97:13 101:6 110:9 111:15 114:1,3
Black 64:7
blacktop 76:24
blitz 80:10
blue 23:1
board 37:1,2 43:6 50:6 82:20
83:11,12,21 84:2,8,19 88:3
100:22 105:11,17 113:2,14,20
113:22 114:17
boardroom 71:2
boast 35:16
book 95:23 121:11
books 26:1 91:23
bookstore 85:12
boost 34:10
boot 60:22 61:22
boring 113:24
borne 43:9
bottom-up 108:15
bounce 37:5
box $32: 2,8$
boxes 23:15
boy 98:10
brains 106:7
branch 116:16
branches 116:17
bravo 101:21
bread 73:12
break 49:13 67:22
BRIGETTE 2:10
bring 24:1 67:15 79:21 80:11
89:12 94:10 106:19 114:14
bringing 18:14 43:11 58:3,10
88:24 118:15
brings 120:19
broadcast 105:14
brought 31:18 60:19,23 61:22
63:7,18 87:16 98:8 102:6 106:21
BROWN 2:11 16:2 28:3 67:24
68:4,22 70:13,17 72:20 74:9
bubble 34:17
Buck 79:12
bucking 121:18
Bucks 20:1
build 25:14 77:9 112:9
building 17:22 20:16 27:19 29:12
33:14 64:3 77:2 90:6 111:19
buildings 54:23
builds 33:1 44:23,24
built 56:23 110:19 112:2
bulking 112:12
bullet 21:6
bunch 58:17 62:17
burden 41:3
Bureau 98:16 100:2 101:4
Burt 2:3 4:18 6:13 7:23 8:19
48:25 116:3 122:24
business 8:11 9:5 16:21 50:3
busts 30:20
butts 84:1
buy 20:6
C

C 1:21 2:1 3:1 62:10 124:8,18
C-a-r-I-s-o-n 68:10
C-a-r-o-l-y-n 68:9
C-level 99:16
calendar 40:12
call 3:3,3 4:2,3 18:18 30:15 34:17
48:13 60:20 62:6 122:8
called 42:20
calming 88:24
cameras 69:16 71:11
camp 60:22 61:22
campaign 73:21
campus 58:16 76:12,20 77:5
cancer 69:23
canned 24:4 25:2 83:1
Canteen 31:13
Cantrell 9:9,10 16:5,6 20:7 29:9
30:6 31:13, 17 32:11 33:8, 13
34:12 35:11 38:7 39:17 40:2,17
40:20,23 41:25 44:4 47:21
capacity $61: 13$
Capital 116:4
caption 57:11 125:6
care 8:11 94:8 103:18 113:21
117:4
career 65:21,22,24
career-ready 59:25
career-technical 59:20
careful 63:18
carefully 12:18 53:7
Carissa 9:9,10 16:5,6 29:9 30:6
31:13,17 32:11 33:8,13 34:12
35:11 38:7 39:17 40:2,17,20,23
41:25 44:4 47:21
Carlson 68:5,9,9
Carolyn 68:5,9 76:8,9
Carrillo 2:4 4:16,17 5:7 6:11,12

7:21,22 28:10 32:12,13 33:11 33:16 35:6,20 36:11,22 37:3,13 48:7,23,24 49:10 98:5 101:24 101:25 102:4,16 103:22 105:5 105:25 106:14 108:22 109:13 115:2,5,7,11,16,24 116:12 118:3 120:21 121:9,12,18,20 122:3,22,23
case 12:23 14:5 42:24 53:9 55:6 125:6
cases 106:15
cater 27:1
cause 72:12 75:9 118:8
CBS 111:9
CC 1:25 124:25 125:2
CCR 1:21 124:8
celebrated 23:2
celebrating 38:1
Center 1:13
Central 54:21
certain 64:11 95:21
certainly 106:5
CERTIFICATE 3:10 124:7
Certified 124:8, 19
certify 124:10
chain 103:2
Chair 2:3,3 4:1,3,19 5:5,11,22,25
6:14 7:1,6,10,24 8:10,15,19,20
9:12 15:22 27:24 28:5,16 32:12
37:16 40:24 44:5 47:22 48:8,12
48:25 49:1,2,8,12,16 50:1,12
55:22 67:24 68:2,18 75:17,23
91:21 98:4 101:24 102:5 109:16
110:8 111:21,25 112:21 113:17
114:4,13 115:1,5,10 116:3
121:14 122:4,7,8,24,25 123:1,9 123:12
challenge 29:24 30:1 33:20 62:3 65:16 92:25 108:22
challenges 11:13 39:25 52:2 81:23 92:5
challenging 11:3 33:17 51:16 64:12
chance 27:21
change 12:21,23 53:14 78:3
94:24 103:11 117:7,9 118:19 119:4
changed 14:16 63:16 87:8
changes 113:8

Changing 70:13
channel 72:8 86:1
channels 102:25
Chapman 1:21 124:8, 18
characters 72:6
charted 60:24
charter 2:8,12, 15 3:6 8:12 10:3,8
11:16,19,20 16:8 17:23 23:24
35:22 36:1,2,23 37:8,11 38:21
39:4 46:22 49:19 50:21 52:5,8,9
54:10,15,19 56:15,17 60:1 67:1
68:16 112:15 125:3,6
charts 92:22
Chavez 2:4,8 4:8,9 6:4,5 7:14,15
8:17,18,20 9:5,5,15 15:22 16:21
48:6,16,17 49:23 50:14,15
55:22 64:17 98:4,6 99:7,14,22
99:23 100:1,2,5,13,14,15
101:15 122:11,12,15
checking 77:24
cheerleader 20:24
child 25:25 27:3,4 42:16
children 24:23 26:16 27:2,2,3
32:18,22,24 67:10
choice 59:20 85:1
choices 39:21,22
choosing 45:4 110:6
chose 19:11
church 24:21
cinema 121:4
circumstances 11:2 51:15
City 24:11
civic 117:2
civics 116:1,13
civil 119:23
class 20:18 27:7 62:24 69:25
71:22 79:10 81:5 110:2
classes 58:7 87:11
classroom 19:8 32:24 46:7 60:8
60:13 66:16 94:19 96:14 99:2,6 107:6 108:6
classrooms 17:12 20:22 30:9
61:7 66:16
clean 97:13 114:16
clear 5:14 13:12
clear-cut 114:16
cleared 76:19
clearly $33: 25$
climate 78:3
close 47:3 56:9
closed 57:11
closes 93:1
closing 29:14 120:22
clothes 82:25
CLR 40:5,6 53:13 55:16 97:12
CNM 1:13
coach 22:14 63:19 65:19 107:3,7
107:7,8 108:20
coaches 82:3
coat $24: 22$
coats 24:23
Codes 17:24
collaborate 59:18 61:25 79:13 112:12
collaborating 58:7
collaboration 56:13 58:9 63:24 65:18 66:19
collaborative 21:10 60:23 112:16 collected $24: 24$
collecting 22:17
collection 24:14
college- 59:24
color 95:20
colored 20:25 21:2
coloring 20:17
combination 78:22
Combined 3:13
come 12:16 16:15, 15 17:21 18:8 20:10 25:7 26:9 29:17 33:4 37:8 43:18 45:10,16 53:5 59:16 82:8 83:7 91:7 99:24 100:12 108:13 117:19,20 122:10
comes 18:7 24:8 42:21 69:12
89:7 108:4,20 116:18 119:2
comforted 90:4
coming 20:23 42:2 47:4 77:25
82:18 83:8 85:6 86:23 89:25
94:18 96:6 101:18 110:13 123:5
commend 29:22
commended 29:25
comment 7:8 19:20 28:2,4 37:19 101:6 115:18
commentary 13:14
comments 5:22 15:24 48:10 55:24
commercial 73:14
Commission 1:1 11:21 28:19 48:2 50:1 52:10 121:23 124:1

124:12
Commissioner 4:5,6,7,8,8,9,10 $4: 11,12,13,13,14,15,15,17,18$ 4:18,20,20,22,22,24 5:1,1,6,7 5:19,20,21 6:1,2,2,3,4,4,5,6,6,7 6:8,8,9,10,10,12,13,13,15,15,17 6:17,19,21,21,24 7:5,10,12,12 7:13,14,14,15,16,16,17,18,18 7:19,20,20,22,23,23,25,25 8:2,2 8:4,6,6,8 28:9,9,14,15 29:15 30:24 31:15,20 32:12, 13 33:11 33:16 35:6,20 36:11,22 37:3,13 37:16,17 39:10,18 40:15,18,22 40:24,25 41:8 43:2 47:22,24 48:5,6,7,13,14,14,15,16,16,17 48:18,18,19,20,20,21,22,22,24 48:25 49:2,4,5,6,10 75:21,22 76:15 77:6 78:5,14 79:1 81:4,10 81:15 83:10 84:6,21 86:15,19 86:25 90:10 91:12,21,22 92:11 92:16 94:25 95:3,7,12 96:12,20 97:6 98:1,3,4,5,6,8 99:7,14,22 100:1,5,13,15 101:15,24,25 102:4,16 103:22 105:5,25 106:14 108:22 109:13 115:2,3,4 115:5,6,7,11,16,24 116:12 118:3 120:21 121:9,12,14,16,18 121:20,22 122:2,3,9,9,10,11,12 122:13,15,16,17,18,19,19,20,21 122:21,23,24 123:1,2,3,4,5,6,7
Commissioners 2:2 5:4 10:2
16:14 43:3 48:10 50:21 55:4 122:5
commitment 96:16,22
committed 15:7,10
committee 97:21
Common 45:17,18
communicating 105:1
communing 58:14
communities 50:20 95:16
community 10:2 14:2 19:16
23:23,25,25,25 24:1 26:16,22 26:24 29:2 44:24 56:22 58:1,1 58:11 59:23 61:16 64:4 66:19 75:8,12 78:22 85:1,4,14 86:8 94:4 104:8 110:9,10 116:25
117:3 118:1
complete 23:19 65:24
completed 113:4
completely 109:4
complex 10:7 11:1 51:14
compliance 66:21 91:6 98:24
comply $13: 19$
component 88:16 105:10
components 12:6 21:8 52:20
comprehension 27:15
comprehensive 12:9 52:24 60:9
78:25 79:18 107:12
concern 118:5
concerns 100:20 101:5
concrete 76:24 77:18
conditions 13:5 14:7 48:4 53:20
55:20 122:1
condominiums 77:10,15
conducted 5:10 51:8 54:4
confer 67:25
confident 28:25
confusing 45:23
confusion 29:5
congratulations 35:20 44:2 49:9 49:10 123:9
Conjunction 116:7
connect 82:17 90:6
connected 80:21
connectedness 64:2 107:10
connection 107:13
consecutive 26:17
consent 60:17
consider 41:11
consideration 12:17
considering 109:2
consistency 34:25 42:23
constitute 124:10
contact 98:23
contacted 89:1
content 58:9
continue 22:23 23:13 26:18 94:11
continued 61:23 63:24 65:24
continuing 47:1
continuity $42: 23$
continuous 26:20 108:21 119:13
contract 11:21,22,25 13:19,23
14:14 52:9,11,13 54:1
contractor 70:8
contractors 10:4 29:5,17
contracts 66:23
contributed 10:5 55:10
contributions 50:23
conversation 37:23 39:5,14,15
104:14 118:18,22
conversations 34:19 64:13,15 95:25
cooked 73:12
$\boldsymbol{\operatorname { c o o l }} 33: 16$ 34:6 37:3,13 70:10 72:7,17 73:16 78:6 115:11,13 120:21
Coordinator 2:14
coordinator/instructional 22:14
Coors 33:9
cop 74:24
copies 11:10 51:24
Copper 76:21
copy 51:23
Coral 86:8
core 11:22 17:8 45:17,18 52:11 109:21
CORINA 2:8 8:18 9:15 50:15 100:1,14
corner 76:20,22
corporate 112:19
correct 39:17 88:11,11,12 105:2
corrected 12:20
correction 12:20
Corrective 60:16
correlation 23:5 25:13
council 9:3 16:24 25:17 35:13
37:24 39:23 40:19 41:17 56:21
68:11 82:21 93:18 97:1,4
counsel 2:16 50:9 59:1 62:14
counselor 21:13 42:16,17 82:3
country 118:9
couple 41:5 43:3
course 17:15 39:21 61:14 65:2
76:4 82:18 94:15 97:16
coursework 62:13
court 1:22 16:4 68:6 70:20 124:9
cousins 18:11
covered 13:13
coworkers 18:5
CPO 16:22
create 17:11 19:23 82:11
created 11:12 19:13,22 30:20
52:1 61:12 84:15
creates 95:21
creating 82:24
creative 15:9
creatively $15: 12$
creativity $17: 10$
credit 66:20 84:13 89:17
critically $15: 12$
cross 31:22
cross-curricular 17:13
cross-grade-level 22:4
Crow 60:18
cry 76:6
CSD 10:10,17,20,24 12:9 13:1,9
13:16 51:6 52:24 53:17 55:18
CSD's 14:10
CSI 61:4
CT 71:2
CTE 106:21
cue 9:17
cultural 116:24
cum 35:17
curiosity 31:1 110:12
curious 30:25 31:2,11 33:3 34:4 59:16
current 14:24 120:20
currently 18:23 35:16 37:8 68:10 curriculum 21:7 34:22 59:19
77:25 88:5 89:5 107:22 112:9
custodian 20:7
cute 21:19,20 22:5 24:10 25:4 cuts 95:1
Cynthia 1:21 124:8,18
D
d 3:1,1 28:8
D-level 99:15
daily 19:23
Dance 26:11
DASH 61:2
data 10:13,13 12:14,15 15:16
22:7,10,12 23:6 24:14 38:16
44:9 46:2,3 50:24 51:2 52:22
53:3,4,22 55:5 57:15 60:2,3
78:9 79:22,23 80:24 92:1
100:24
data-driven 60:12 61:13 63:24
Date 125:2,11,16,21
dates 40:11
dating 115:19
daughter 37:1
daughters 35:15
DAVID 2:6

Davis 4:20 6:15 7:25 49:4 123:2
day 10:8 16:20 17:4,9,15 18:16
19:7 22:18 24:9,9 25:8 30:14
32:7 34:13 89:22 93:23 110:3
days 93:21 102:18 108:24
deal 80:8,17 85:8
dealing 103:5
deals 78:2
dealt 29:16
Dean 9:8 16:18
dear 76:4
decades 28:23,23
December 1:12 10:24 23:8,19
51:12 124:15
decided 62:25 66:12 77:22 96:3
deciding 117:22
decision 13:22
decisions 53:25
declined 80:4
deconstruct 87:12
decrease 61:4
dedicated 15:8
dedication 91:25
deep 10:6
defend 31:6
deficiency 114:24
definitely 88:17 110:18
degree 13:16 31:5 36:17 87:15,25
degrees 42:11
DEL'D 125:11,16,21
DELIVERED 125:11,16,21
delivery 66:14 67:9
demonstrating 20:2,18
Department 8:16 50:14
depth 28:19
Deputy 2:10
description 73:23
Desert 57:14
design 59:18
desktops 63:9
despite 81:2
Destiny 73:10,11
DeVargas 2:18
devise 79:22
diag 90:16
dialogue 60:13 61:13 63:25
difference 96:11 103:10 117:11
117:12,16
different 23:3 27:2 32:3 44:20,21

46:19 47:14 99:9,11
difficult 41:4 45:9 47:5 96:21
digital 21:8 28:11
diligently 11:19
dip 65:12
direct 25:12 79:16
direction 46:10 61:19
directions 27:16
directive 62:13
directly 25:12 35:2 42:21 46:4 113:18
Director 2:8,10 8:17,18,20 9:10 9:15 15:22 16:7,17 27:25 49:23
50:14,15 55:22 99:23 100:1,14
disabled 41:2
discipline 61:1
discuss 22:15
discussed 42:1
discussing 102:8
discussion 57:4 113:6 122:5
discussions 54:3 102:17
Disks 125:10,15,20
distancing 63:17
district 22:13 33:25 43:13 64:24 64:25
dive 60:2 62:15 64:5
diverse 97:19
diving 64:14 97:11
Division 2:9, 13, 15 10:3 11:19
50:22 52:8 56:16
DJ 20:9, 11
doctoral 31:4
document 62:20 67:8,11 91:6 97:11,13,14 125:10,15,20
documentary 71:18, 19 89:2
documentation 44:9 60:25
documentations 10:5
documents 12:8 14:25 15:3 29:4 52:23 53:1 62:20
$\operatorname{Dog} 24: 16$
doing 6:1 16:20 21:23 22:2 28:25 31:4 32:4 33:2 34:1 41:24 45:12 46:7,11 57:24 63:13 65:1 65:7 66:5,9,13,14,15,16 72:2,25 $73: 174: 14,15,17,2280: 24$ 81:16 83:6 84:23,25 85:18,22 87:4 89:19 99:20 101:9 104:6 108:5,14 112:4 114:7,21 116:5 117:18,20 118:20 119:12
dollars 79:18
donating 73:21
donations 25:18
donors 73:24
Dooley 50:8,9 53:10 55:15,25
56:1,2 57:2,5 68:3,19 69:2,8,11
69:18,25 70:3,10,16,23 71:1,8
71:13,16,21 72:1,7,17,24 73:3
73:17 74:1,7,11,13,17 75:2,13
75:18,25 76:13,17 77:8 78:13
78:24 79:4 81:9,14 82:1 83:13
85:3 86:18,21 87:14 88:20
90:19 91:20 92:8,14,17 95:2,6,9
95:13 96:19 97:2,8 98:2,21
99:12,17 100:11 101:23 102:3
102:11,23 104:5 105:7 106:13
106:20 109:12,15 110:16
115:15,22 116:7,18 118:13
120:18 121:7,10 123:10
door 20:21
doors 111:4
dot 65:13
downtime 94:21
downtown 27:18
dozen 82:15
draft 11:10 51:24
draw 23:5
drilled 23:3
drive 18:3 24:22 25:2 41:14
47:10 82:22 83:17
Drive-Through 26:9
drives 24:4
dual 66:20
due 55:4,14
dust 22:17
dynamic 82:13 95:21

## E

E 2:1,1 3:1,1,1
Eagle 1:13
earlier 115:18
earn 20:1
easier 91:14
easiest 45:19
east 17:25 47:5 54:21 76:12 77:7
easy 29:20 44:10,14 96:18 102:13 103:2
eating 73:14
ecologists 24:15
economy 110:23
ed 90:15,17,25 91:1,13,16 96:14
100:19 101:4,7,7,8
educating 45:6
education 1:1 8:16 10:2 11:13,21
15:10 21:14,14 25:23 27:5,8
42:22 43:15,18 46:1,2 48:1
50:14,20 52:10 64:7 66:18
90:12 91:13 108:13 117:18
121:23 124:1,12
educational 14:13 15:8 21:4 59:21
educators 26:19
effort 56:13
efforts 59:8
eight 21:15
eighth 39:4 75:7
either 13:4 55:5 56:7 70:7 109:5
EL 21:16
ELA 22:8
election 118:16
elective 110:3,4
electives 109:6,25
elementary 35:25 38:22,25
eliminating 109:3
emergency 93:22
Emmy 67:17
emotional 57:8 58:14 62:12
81:19 82:9 88:23 94:22
emotionally 17:20
emphasize 113:20
emphasized 87:19
employment 29:8
empower 87:5
empowering 108:17
empowerment 108:18
encompassed 67:9
encourage 11:9 51:22
encouraged 17:17
encouraging 104:3
enduring 59:3
energy 77:20
engaged 17:16
engagement 25:11,12 44:19,21
45:2,3,7
engineering 109:9
English 67:4
enhanced 105:16
enjoy 69:14
enjoyable 107:12 110:5
enrollment 14:24 18:7 54:18
80:3,5,10
enter 18:15 54:14,19
enthusiasm 78:9
entire 19:16,16 20:25 41:2
entities 11:18 52:7
entity 111:9
environment 29:19
environmental 24:13
equipment 69:16
equitable 97:14
equity 39:23 40:18 61:24 67:1,11 97:1,4,17
equivalent $31: 4$
especially 32:19 34:10 58:4 81:22 84:9 87:6 102:12 110:6
113:20
ESQ 2:17
Essentially 11:24 52:12
ESSER 95:15
established 28:22 61:9
ethical 102:15 104:24
ethics 102:9,12
ethnicities 64:11
ethnicity 67:3
etiquette 88:12
evaluation 8:16,23 50:14
event 26:11
events 25:22 120:20
eventually 77:1
everybody 8:19 44:17 52:2 68:11 78:9,15 84:12
everyone's 113:9
evidence 12:21 14:12
evident 12:1 14:11 52:14
evolved 11:5 51:18
exactly 46:21,21
examples 119:17
exceed 21:11,23 23:10,20
exceeding 17:8 23:17
excel 27:6 79:14 118:2
excelled 36:16
excellence 15:8
Excellent 70:3,4
excelling 108:7
excited 18:25 19:10 20:11,23
21:17 23:1,21 24:15,24 25:9 31:19 40:7 43:1
exciting 18:2 42:13 63:10 65:22
66:10,17 67:14 69:3
exclusive 86:16
excuse 14:11 38:9,22 63:12 65:6 65:8 98:7
executing 114:24
executive 9:10 16:6,17 116:16
Exhibits 125:10, 15, 20
exists 59:4
expand 39:4 88:3 105:3
expanded 54:18
expanding 39:3 111:25
expansion 110:12
expectations 66:6
expected 18:21
expensive $92: 15,18$
experience 78:4 85:5 92:18 103:6
experiences 20:5 22:4 59:24
60:25 75:5 111:12
expert 30:15,16,17
experts 30:15,23
Expires 124:21
Explora 26:12 30:18,19
exploration 87:20
explore 61:18 116:22
exploring 67:13
expressed 104:2
expressing 9:24 50:17
expression 104:1
expressions 103:24
extend 16:13 17:17 29:24 30:4
eye $32: 23$
F
face $61: 4$
Facebook 103:16
facets 88:5
facilitate 108:7,10
facilities 54:25
fact 36:20 37:1 38:1 53:12 55:16
61:16 66:15 83:7 87:22 91:10
91:24 96:8 103:9,13 116:22
117:15
fake $88: 7$
fall 25:20
fallen 113:16
Fallon 120:8
false 102:20
families 2:9,10,13,15 18:8 24:20

25:15,21 26:4 44:25 45:3,6,15
46:3,5 47:6,9,12,13,18 67:23 120:5
family $18: 425: 11,1244: 19,21$
45:2,3,7
fantastic 31:21 33:2
far 18:1 86:17 99:9,10,24 105:9 111:11
Father-Daughter 26:11
fault 43:14
favorite 26:25 28:18
Fe 2:19 18:2 57:2
federal 13:20
feedback 13:14 19:18
feel 36:6,19 42:15 53:23 108:18 111:21
felt $93: 12$
fenced 76:22
Fest 26:7
Festival 45:11
fewer 82:15
fidelity $13: 18$ 14:14
field 25:19 88:12
fifth 21:24 22:5,8
figure 95:8
film 59:17 62:17 64:6 71:12,18
75:1 85:4 86:17 104:10 110:13 110:24 120:18,24 121:1
filmed 73:13
filming 71:11 73:9 74:25 86:1,17 109:20
filmmakers 112:20
filmology 121:17
films 67:14
final 10:24 14:20 51:13 53:14
74:9 100:15
finally 13:11 $25: 22$
finances 92:6
financial 66:21 92:12 109:5
find 18:18 35:9 37:1 41:9 45:16 108:25 119:20
finding 38:10 78:1
findings 100:19
fine 115:12
finish 87:1
finished 23:8
fired 85:22
firm 80:11
firmly 118:8

| first 8:15,15,21 9:24 12:8 19:9 | Free 67:7 | 122:2,19,20 |
| :---: | :---: | :---: |
| 33:23 41:19 45:21 49:21 50:17 | frees 79:15 | Girl 117:10 |
| 54:10,13,15,19 58:25 59:14 | freshman 66:9 106:24 | give 82:23 83:1 84:12 86:14 |
| 60:1 66:21 68:4,6 73:8 89:13 | freshmen 60:22,23 | 89:16 91:10 100:4 |
| 97:4 110:20 115:5 | Friday 5:17,17,18 35:18 94:2,20 | given 81:8 |
| fish 114:2 | FRIEDMAN 125:9 | gives 36:7 69:22 94:20 108:8 |
| fit 37:10 116:13 | friend 18:9 | giving 29:22 |
| five 14:7 23:11,21 33:21 39:5 | friends 18:4 72:13 | glad 37:14,14 41:7 73:3 74:4 |
| 41:13 111:22 | front 31:6 32:24 | 75:13 91:18 102:5 108:23 |
| five-year 48:3 55:19 121:25 | fruition 17:22 | 113:17 114:9 |
| fix 29:21 66:23 118:12 | full 31:2 53:5 83:11 92:24 94:23 | Glenna 2:3 32:15,19 102:5 |
| flag 5:8,10 98:10 | full-time 92:9 | glitch 38:3 |
| flags 99:24 | fun 21:1,22 22:2 61:23 71:12,20 | glitches 38:17 |
| flexibility 17:10 | 72:16 75:1 | global 11:12 52:1 |
| floor 16:1 | function 116:8 | go 8:22 9:19 15:15 20:20 23:11 |
| focus 56:14 60:22 65:17 106:24 | functionally 114:22 | 23:21 24:1 30:11,13,23 36:5,11 |
| focused 61:25 | functioning 58:22 77:4 83:12 | 39:8 40:13 45:19 49:13,16,22 |
| focusing 111:16 | funding 78:19 | 49:23 62:14 71:12 72:1 73:10 |
| folks 9:18 110:22 | fundraisers 25:18 | 73:11 84:17 86:4,20 92:3,12 |
| follow 27:15 38:23 117:6,23 | funds 42:3 62:22 79:8 83:16,17 | 93:12 97:5 98:7 103:1 104:23 |
| following 79:25 | 95:16 | 106:6 109:25 |
| fond 69:12 | funnel 35:10 | goal 83:18 111:23 117:25 |
| food 24:4,4 25:2,6 83:1 | funny 120:11 | goals 111:22 |
| foot $34: 2$ | further 61:8 | goes 16:8 36:15 83:4 85:15 94:3 |
| force 88:13 | future 39:2 44:2 105:23 | going 9:14,19 15:3 18:1,17 25:7 |
| foregoing 124:10 |  | 25:13 28:1 30:14,15,17 35:8,16 |
| forever 76:19 | G | 36:1,23 38:19 39:8 40:5 43:21 |
| forget 75:25 | G 3:1 | 44:7 46:4,20 57:17 62:17,21,23 |
| form 72:5 104:1 | Gallegos 9:7,7 16:18 | 62:25 66:4 68:15 74:24 76:6,19 |
| former 37:2 114:4 | game 71:25 72:4 | 77:3,9,13,14 83:5,9 86:22,22 |
| forth 15:3 | games 26:2 86:17 | 87:20 88:4,13,13,14 89:13 |
| Fortunately 119:14 | garden 58:18 76:25 | 91:14 92:11 97:15 98:17 101:2 |
| forward 21:2 36:1 57:15 67:18 | Gardner 86:21 | 101:14 104:7 105:19 106:7,10 |
| 88:14 97:10 112:23 113:7 | Garland 93:12 115:18 | 106:12,18 107:19,23 108:2 |
| foster 17:19 24:7 | gas 34:3 | 109:8,9 110:1,22,22 111:6,21 |
| found 15:1 25:24 37:6,10 38:20 | general 41:22 90:25 99:21 118:6 | 113:23 114:19 115:7 117:19,21 |
| 67:11 | generally 11:14 118:5 | 117:23 118:12,24 119:10,16,17 |
| foundation 35:1 82:20 83:11,12 | generations 105:24 | 119:18 120:15 |
| 83:21 84:3,19 | genuinely 46:11,16 | Gonzales 9:2,3 16:23 35:14,21 |
| foundations 111:20 | get-go 36:21 | 36:13,25 37:4 |
| founder 105:12 | getting 39:25 40:3 62:16 66:8 | good 4:1 9:9,19,20,20 16:5 27:22 |
| founders 105:11,12 | 77:2 80:6 84:8 97:24 110:7 | 34:12 37:10 39:16 50:5,8,15,16 |
| founding 62:20 67:8 97:11,12,14 | 113:3,8,9 120:4 | 68:8 69:1 75:8,11 81:24 93:4 |
| four 11:2 12:3 51:15 52:17 | gifted 21:14 27:3 30:8 99:13 | 101:9 103:15,22 111:2 116:12 |
| 100:18 106:4 | Gipson 2:5 4:13,14 5:6,21 6:8,9 | gotten 85:20 |
| fourth 19:9 22:8 24:12 54:15 | 7:5,18,19 37:16,17 39:10,18 | governance 37:23 |
| framework 11:6,8 40:5,6 51:19 | 40:15,18,22 41:8 48:20,21 | governing 9:3 16:24 25:17 41:17 |
| 51:21,24 53:13 55:16 | 91:21,22 92:11,16 94:25 95:3,7 | 56:21 68:11 82:21 84:8 93:18 |
| frameworks 112:8 | 95:12 96:12,20 97:6 98:1,3 | 113:2,2 114:17 |

government 116:1,13 118:7
119:3,5,9
grade 18:21 19:10 21:5 31:22
32:3 34:15,16,25 36:15,15
38:22,24 61:23 65:12 69:5,7
71:4 112:13 116:22
grade-level 22:13 23:10,20
grade-specific 32:1
graders 21:24 22:5 24:12
grades 22:9 42:8,9 94:14
graduate 35:22 59:24 106:25
graduated 36:16 69:9 83:15
graduating 35:17 65:23
graduation 60:4,5 61:12 63:25 64:19 106:2
Grande 24:4 25:6
Grandma 24:8
Grandparent 24:7
grandparents 19:19
grant 60:10 61:4 79:19 106:21
grateful 46:15 56:19
gratefully 59:10
gratitude 9:25 10:6 50:18
great 18:12 19:18 20:2 25:2
26:24 28:16 29:20 31:8,11 32:1 33:12 37:24 40:4 44:23 45:12 61:15 74:17 75:24 76:4 77:12 78:8,10 79:10 81:15 84:21 87:3
89:18 91:4 93:11,14 101:15,19
102:2 105:25 116:4,11
green 23:16 58:1,3,11,13 69:15
73:20 76:11,13,16,17 77:16
78:3,7 89:6 101:1 104:7,11
Grinch 26:10 32:7,7
groundwork 40:16
group 73:20 81:8 108:9
groups 79:16 91:2
grow 23:16
growing 39:13 110:24
grown 67:3,3 76:5
growth 12:15 53:4 79:2 107:25
guess 99:22 100:5 112:6 115:17
guide 22:11
guys $116: 15$
gym 110:2

## H

half 57:9 79:17
hall 25:5 82:6
hallway $25: 5$
hand 28:11,12 32:23 64:13
120:17,17 124:15
handle 61:1
hands 103:8
happen 77:21 89:20 117:13
118:21,25 119:4
happened 14:1 38:21 61:3 79:5
88:6 97:16
happening 54:7 81:3
happens 20:21 108:21
happy 46:25 51:25 55:18 80:5 103:22 118:3
hard 9:25 50:18 84:7,7 96:22,24
harrowing 84:11
Harvest 26:7 45:10
hash-tag 103:14
hats $16: 9$
HAW 26:17,19,22 27:1,6,13
head 93:21 99:8 114:2
heading 61:19
health 70:1 71:21 88:23 104:6
hear 28:17,19 30:9 31:23 41:7
46:8 56:2,7 67:17,23 78:8 101:16 102:5,18 103:23 106:1 118:3
heard 98:22 112:5
hearing 5:25 44:17 125:6
Hearings 1:10 3:4 5:13 125:4
heart 76:4
heavy 17:3 89:19
held 49:14 57:4 124:12
Hello 49:25 70:22 72:23 74:12
help 20:7,8 25:10 34:22 41:20
45:4 46:6 61:11 62:11 63:19
91:7,13 112:18 118:12
helped 27:6
helping 15:11 63:5 83:17 91:2
94:14 107:9,20 108:17,24 112:12
helps 46:3
hereunto 124:14
Herndon 89:23
Herndon's 89:1
hero 52:3
hesitant 66:4
Неу 44:25 45:17 61:19 85:24 112:3
hi 68:25 70:23 72:24 74:13 76:8

76:9
hibernated 97:6
hibernation 83:14,15,23
high 19:4,5 32:22 35:22 36:9,12
36:17 37:2 71:7 87:18 89:11,24
99:25 110:1
high-dosage 108:4
higher 42:11 43:15 91:13 106:2,9
112:19
Hill 54:22 116:4
hired 21:12 42:6,8,16 55:9 60:11
hiring 42:4
historic 59:5
Historically 89:10
history 59:11 74:21 109:19 118:7
hit 78:19,21 80:14 97:3 100:9
hits $18: 16$
hog 56:12
hold 91:19
holding 11:16 52:5
Holiday 26:8
holidays 22:1
home 24:16 38:11 45:1 46:5
63:14 83:6 94:8 96:3 120:4
homeland 59:6
homeless 104:16
homeschool 39:9
homeschooling 95:11
homework 63:13
hone 88:17 105:23
honest 83:14
honestly 40:2,9 44:8
honor 52:7 59:8 119:7 121:22
honoring 11:18
hope 15:5 16:13
Horizon 1:11 3:7 8:13,14 9:4,6
9:11,22 10:18 12:23 14:5,21
15:7,14 18:3,14 19:13 26:23
27:22 35:15 36:6,6,21 41:10
44:1 48:3 125:4
horno 77:4
horrible 102:20 106:11
HOSFORD 2:17
hour 85:20
hours 113:3,9
House 24:19
huge 31:3 78:14
humanities 63:18 88:1 93:19
107:21 109:19
hunt 27:19
hyperfocused 65:9

## I

IATSE 111:13
Ice 57:14 85:19 86:16
idea 32:20 91:12 94:19 109:3
ideas 37:5 85:7 86:14 104:25
identified 30:8 88:4 98:15,18
99:15 100:9 119:25
identify 16:3 87:12 95:5
identity 67:1
IEP 42:24 90:15 91:3 100:12
IEPs 91:5 99:12 100:8 101:3,19
ill-prepared 43:19
imagination 116:15
imagine 39:11 46:2 83:25 115:24
impacted 110:14
imperative 39:19
implement 11:25 52:13
implementation 12:1 52:14
implemented 14:14 60:19
implementing 13:18 61:2
importance 121:2
important 12:10 17:5,5 25:11 31:7 34:9,14 41:17 42:13 43:4
57:17,20 87:7 88:5,16 89:3 90:1
90:7 92:1 105:13,19 121:4
impressed 27:13 33:23 46:16 106:1 109:13
improve 12:5 52:19 60:3
improved 14:4 54:9
improvement 14:3 54:9 55:5 60:10 108:21
improvements 25:19 26:21 55:11
improving 44:16
in-house 60:7 65:4
in-person 25:22 38:14 42:2
inaudible 90:13 103:1 121:21
include 13:3
included 13:14 32:7
includes 53:19 112:13
including 46:13 102:24 111:12
inclusion 90:23 99:3
inclusive 96:14
incorporates 59:19
increase 34:7 63:23 64:21 80:10 80:12 106:23
increased 64:18 95:14 106:3
increasing 81:5 90:12
incredible 46:25
Indicates 72:19
indication 13:4,6
indicator 14:16 55:12 100:21
indicators 55:2 100:17,18
indigenous 59:4
individualized 96:8
individually $27: 7$
industry 59:23 110:13,25
influence 103:19
inform 46:1 60:13 79:23
information 10:11 14:17 15:19
50:25 54:25 55:14 78:16 104:12 120:5
initial 112:17
initially $79: 19$
innovation 44:15
innovative 82:2
insight 13:9
Instagram 102:14 103:17
instance 104:15 107:21
Institute 79:12
instruction 22:11 60:13 79:16,19
Instructional 22:20
integrate 109:22 112:22
integrating 110:4
integration 109:18
integrative 91:25
integrity 105:19
intending 84:3
intent 41:16
interested 18:17 85:17 109:7 112:22
interesting 30:6 38:15 39:1,9 56:17 71:24 102:18 104:13
interests 17:18 86:7 103:25
Internet 88:9
internship 57:13 66:5,9
internships 59:22 66:1,6,8 84:23 84:24 85:2 86:6 111:11
intervention 60:12 106:22
interventionist 42:6,9
interventionists 21:13 42:18 43:11
interventions 41:20 80:24
interview 85:21
introduce 8:22,25 49:22,24
introductory 9:21
investigation 104:9
investigative 104:3
invitation 16:14
involved 11:9 19:25 51:22 84:13
87:21 96:9
involvement 44:21 45:13
involving 73:9
irresponsibilities 88:8
isolated 47:9
issue 98:15 102:19 121:1
issues 87:6,9 113:3
Istation 23:4
it'll 57:19
item 5:12 7:2 8:11,15 15:23,23 28:1,8 49:18 50:13

## J

Jimmy 120:8
job 1:25 68:14 85:22 101:9
121:19 124:25 125:2
jobs 110:21
join 16:15 26:9 56:10 86:22
joining 74:8 75:14
joke 120:7
Jon 115:14
Jonathan 50:8,9 56:1,2 57:5 68:3
69:2,8,11,18,25 70:3,10,15,16
70:23,23,24 71:1,3,8,13,16,21 72:1,7,10,17,18,24 73:3,17 74:1 74:7,11,13,17 75:2,13 76:13,17
77:8 78:13,24 79:4 81:9,14 82:1
83:13 85:3 86:18,21 87:14
88:20 90:19 91:20 92:8,14,17
95:2,6,9,13 96:19 97:2,8 98:2
98:21 99:12,17 100:11 101:23
102:3,11,23 104:5 105:7 106:13
106:20 109:12,15 110:16
115:15,22 116:7,18 118:13
120:18 121:7,10 123:10
journalism 103:25 105:10,14
journalist 105:16,17
journalists 105:18
journey 90:8 107:14 117:14
Joy 24:6
JR 49:25
Judy 93:12 115:18
juggle 93:24
Julia 2:17 115:12
jump 92:20

| Junction 24:6 116:8 | 24:19 | laude 35:17 <br> laughing 91:23 |
| :---: | :---: | :---: |
| junior 69:7 | kinds 26:6 45:25 |  |
| justify 12:21 | kit 63:16 | Law 2:18 |
|  | knew 29:13 | lawsuit 61:15 |
| K | knocking 111:4 | lead 5:6 24:19 44:6 |
| K 42:8 | know 9:18 12:13 15:2 16:8,13 | leader 67:25 |
| K-5 35:7 | 18:2,5 21:6 22:22 28:5,22,24 | leaders 13:12 22:5 |
| K-6 86:9 | 29:5,13 30:24 31:4,7 32:16,20 | leadership 26:20 |
| K-to-5 18:24 | 33:19,21 36:5,20 37:11,22,24 | learn 15:12 43:7 45:18 82:11 |
| keep 34:2,18 44:16 55:3 61:6 | 39:6,13,15,19 40:13 41:2,14,22 | learned 55:8 79:9 |
| 79:8 90:15 92:1 107:17,18 | 42:25 43:3,16,22 44:7,20,20 | learners 17:20 67:5 |
| 108:1 110:21,23 | 45:6,17 47:4,8,8,12,12 53:2,24 | learning 14:1 17:17 21:16 29:23 |
| kicked 83:25 | 63:10 69:20 73:4 75:9,10 76:1,3 | 29:24 30:5 31:3,24,25 32:1,21 |
| kid 44:25 60:20 61:24 80:23 91:4 | 78:20 79:18 81:10,13,20 84:18 | 34:23 42:2,2 43:8 55:9 57:8 |
| 106:22 | 84:18 85:24 86:21 88:6,9 90:11 | 58:5,14 59:19 62:12 66:11,13 |
| kid-speak 17:6 | 92:5,16,16 95:3,10,13,14 96:1,5 | 66:15,17 81:6,19,25 82:9 88:23 |
| kidding 115:23 | 96:14,21,24 98:25 99:10,17,18 | 96:7,13,17 107:11,11 109:23 |
| kiddos 18:10 21:20 23:17 30:7,19 | 100:2 101:5,7,13,17,20 103:10 | lease-to-purchase 54:20 |
| 35:3,5 38:12 | 104:1 106:3,14,17 107:10 108:2 | leave 59:17 70:5 97:22 120:13 |
| kiddos' 23:9 | 109:1,24 110:14,23 111:18 | leaving 38:18 83:8 120:2 |
| kids 20:11,14 21:19 27:8 30:2,3 | 112:3,8,10 114:4 115:12,19,22 | led 50:23 |
| 30:22,25 31:18,22,24 32:3,17 | 116:6,6,21 117:8 119:21 120:10 | left 20:20 |
| 32:20 34:17 35:8 36:5,11,22 | 120:22 | legislature 109:1,2 |
| 37:6,7,9 39:15 45:23 56:8 57:6 | knowing 18:17 84:17 90:4 110:7 | legitimate 98:19 |
| 57:9,18,21 58:24 59:13 60:15 | 118:6 120:3 | lessons 17:11 35:2 |
| 60:21 61:16 63:12 65:11,13,22 | knowledge 120:14 | let's 22:23,23 62:15 67:22 77:21 |
| 66:4,8 67:3 68:14 76:24 77:11 | known 10:11 111:18 | 78:18 80:10,10 93:6,13,13 |
| 77:16,23 80:16 81:8,20 83:7,15 | knows 16:4 76:5,5 | 97:25 102:4 |
| 84:23,25 85:6,13,16,20,21,23 | KOB 57:13 86:2 | Letter 15:24 50:13 |
| 85:25 86:8,12 87:5,10,19 88:20 | KT 2:5 | letting 32:2 |
| 89:2,3,9,9,13,24,24,25 91:7,11 | kudos 44:7 81:17 | level 18:21 31:22 33:21 36:4 |
| 92:23,25 93:2,2,6,7,10,13 94:7 |  | 38:22 41:21 47:19 65:13 81:1,2 |
| 94:9,13,14 95:5,20,20 96:1,9 | L | 87:18 |
| 97:19 98:16 99:1,6,12,13,19,20 | La 33:5 | levels 21:5 32:4 34:15,16,25 99:9 |
| 99:21 100:6,9 101:18,21 102:8 | lacked 10:12 | 99:11 112:13,19 |
| 102:14,24 103:6,11,13,17,19,24 | Ladera 33:9 | License 124:21 |
| 104:2,6,11 106:24 107:4,5,8,9 | lags 27:4 | licensed 90:17 91:17 |
| 107:13 108:3,5,6,8,11,16,25 | land 59:12 | licensing 91:13 |
| 109:5,25 110:6,6 112:3 116:19 | landing 39:16 | lifting 89:19 |
| 116:23 117:1,16,19,24 118:6,10 | lands 59:5,9 | Light 26:8 |
| 118:15,17,23,23 119:9 120:20 | language 27:10 67:5 | lighting 69:16 |
| 121:5,8 | laptop 63:14 | lightly 18:6 |
| kids' 86:6 96:10 | laptops 63:9,10 | liked 12:10 30:22 52:25 |
| kind 35:4 39:24 41:7 43:16 65:2 | large 61:4 | Linda 24:8 |
| 69:23 72:13,15 78:19 84:10 | larger 40:7 62:23 117:25 | line 77:10 |
| 102:7 111:14 113:23 120:16 | lastly 11:15 52:4 | lines 61:1 |
| kinder 45:21 | late 114:17,18 | list 18:19 19:2 45:13 68:23 |
| kindergarten 18:20 19:9 | lately 57:24 | listen 27:15 44:24 |
| kindergarteners 19:3 21:25 22:6 | latest 59:21 | literacy 21:5 26:13 34:24 67:13 |

87:11,16 88:16 102:6,10 105:20 109:5
literally 78:6
little 16:25 22:2 25:4 27:4 35:17
38:2 47:8,14 66:4 67:19 71:18
71:18 73:2,14,22 86:14 88:14
101:6 110:9 111:15 114:1,3
littles 18:14 24:8
lives 81:22 96:10 109:6
Living 24:16
local 64:24
located 14:21 54:21
locations 56:8
long 88:13 94:24
longer 11:6 51:19 77:7
longest 114:6
look 17:3,7 19:11 21:2,20 22:23
32:23 34:21 39:3 42:4 46:1
47:2,18 79:22 99:18 100:2,15
100:22 103:15 108:1 117:14
looked 38:16 39:7 60:6 64:8 92:21 93:1 98:17 120:7
looking 22:11 26:3 37:20 44:8,9 62:8 64:7,10 79:23 92:19 101:3 108:16
looks 17:3 19:12 38:3 103:15
loop 29:14
Los 110:22
Losing 79:7
loss 42:2 55:9 92:6
lost 62:22,22 69:23
lot 15:2 17:14 24:14 30:25 34:4 37:5,6,7,9,11 39:8,22 43:18 47:19 48:8 61:25 62:4 75:24
77:19 84:13,15 85:16 92:2
96:17 102:23 105:23 106:8,15
108:15 113:22 120:19
lots 34:1 50:24
lottery 18:16,18 80:12
love 16:12 32:5 44:17 46:10,11
46:17,21,22 49:21 109:17,20
110:2,2,3
loved 116:5
low 64:24 106:17
lower 104:20
luck 111:2,3,3,4
LUCY 2:14
lull 111:15
lunch 20:6,9,10,11 31:12,14 67:7
lunches 31:10
lunchtime 21:21
lungs 69:22
M

Madam 28:16 50:1 75:23
maintain 80:25 81:2 95:15
majority 17:12 18:7,15,20 30:22 100:9
making 13:22 17:21 19:18 21:22 26:10 29:2 53:24,25 55:1,13
72:15 78:4 79:14 83:19 89:19
91:2 97:17 116:15 119:8
Man 71:15,17 116:5
management 50:3
manager 9:6 16:21 25:7
manipulatives 26:6
Manis 2:5 4:6,7 6:2,3 7:12,13
48:14,15 122:9,10 123:5,6
Mantle 115:17
Mark 86:21
Martin 68:23,25 69:3,4 70:11
mascot 20:13
masks 63:16
Mass 70:2
master 15:11 63:1
master's 31:5
mastery 31:24 32:3 81:13
materials 55:17
math 21:12 22:8 23:18 26:2,5
42:7,10 45:17,18 60:3 61:11
63:20,25 64:23 65:16,17,17
106:11,19,23 107:1,16,22,23
matter 107:24 111:4,19 124:13
maturity $33: 1$
McDonald 24:19
meal 71:22 82:22
mean 31:3,5 33:18 41:22 43:5 56:11 88:15 89:24 91:15 98:17 99:7 102:9 108:1 116:4
means 23:16 34:1 77:11
meant 13:24 54:5 62:7 79:7 101:2
mechanic 70:9
media 1:11 3:8 49:15,20 50:4,7 50:11 54:4,10 56:3,22 59:2,16 59:17 60:24 61:25 62:14,17 63:23 67:2,13 69:13 70:2,5 71:4 73:5,9 74:18,20 85:8 86:16

87:10,11,12,15,21,22,25 88:8 88:16 91:25 102:9,10 103:12 104:1 105:17,19,20,21 110:25 117:15 119:15 120:12 121:24 125:5
Mediation 2:18
meet 16:15 21:11,18 22:12,19,24 23:10,20 34:14,15 37:15 42:18 45:16 61:11 66:3 82:5
meeting 17:8,15 62:11 63:4 66:6 94:13 125:7
meetings 22:21 27:18 40:7,12 113:14
Meets 14:19 55:14 100:22
MELISSA 16:2 28:3 67:24 68:4 68:22 70:13,17 72:20 74:9
member 2:4,4,5,5,6 37:2 113:22
members 50:1 59:23 84:8 113:20
memory 69:12 71:3,9
Men 120:23 121:4,8
mental 88:23 104:6
mentioned 14:25 32:19 39:23
43:4 55:12 76:11 78:18 81:18
83:11 94:17
mentor 89:15
mentoring 89:8
Meow 85:13, 15
Mesopotamia 73:13 109:20
mess 118:9
met 40:4 65:14 74:6 75:9,11 97:4 101:14
meting 4:2
Mexico 1:2,11,14,23 2:19 3:8 5:8 5:10 14:9 49:15,19 50:3,7,10 61:2 95:23 106:18 110:13,21 111:10 121:24 124:2,9,12,13,19 124:20
MICHAEL 2:4 49:25
Mickey 93:12 115:17,17
middle 21:21 26:17 32:22 35:3 36:9,12 47:3 87:15,16,19 89:11 89:25
Mike 50:2,5,6 56:10,10 75:25,25
76:1 83:18,22 84:9 88:2 92:19
92:19 105:3,9 110:16,17 111:23 112:5 113:11,19 114:12,23
119:14
million 79:18
mind 6:1 44:19 55:3 67:25 91:3

117:25
mind-shift 108:12
minded 116:25 117:2
mine 118:5
minute 57:9 100:4
minutes 3:5 7:3,4 15:25 55:24 68:7
misinformed 29:7,10
mission 15:4 16:25 17:1,3,4,7 19:2,6,23
Missy 2:11 28:2
mixed-grade 66:18
mixed-grade-level 81:12
MLSS 29:4
mock 71:18
modified 53:13
mom's 87:24
moment 17:13
Monday 5:15
money 73:22 94:1
month 20:4 22:14 34:15 82:5
monthly 23:5 63:5
months 23:11,21
morning 4:1,4 8:12 9:9,20 16:5
19:22 58:6 63:2,4 94:9
mornings 116:6
Mother-Son 26:11
motion 6:24 7:6 8:8 47:25 49:7
72:5 115:8 122:4,13 123:8
motions 115:9
Mountains 17:25
mouth 18:4
move 5:20 7:3 34:17 41:21 42:24 48:1 57:15 72:21 79:15 97:10 108:7 121:23
moved 96:2
movie 120:24
movie-movie 102:2
moving 34:18 72:5 112:22 113:6
multiculturals 67:19
multiple 22:9 52:25
music 57:22 72:16 85:5
MyMath 21:4
myView 21:5 34:24

|  | $\mathbf{N}$ |
| :--- | :--- |
| $\mathbf{N} 2: 1$ 3:1,1 |  |
| name 9:2 $49: 25$ | $50: 1,6$ |
| $70: 20,24$ | $76: 1$ |

named 20:14
National 119:7
Nations 59:14
natural 112:3
nature 58:14
Navajo 59:6
NBC 111:9
NE 1:13
Neat 35:6
necessarily 29:10 57:17 58:17 113:12
necessary 39:15 93:17
necessity 39:18
need 14:3 22:9 24:20 27:5 35:4 36:8 38:11 39:3 42:3,14,15,24 43:20 46:18 51:23 54:8 68:2 79:24 91:15,15 98:24 104:22 108:16 109:9 114:10 116:6 117:2
needed 94:16 95:17
needs 21:18 22:19,24 42:19
88:23 91:11 94:22 101:13,20
116:23
neighbor 18:9
neighborhood 33:9
neighbors 18:5
neither 115:20
Netflix 110:12 111:9
network 112:18
never 25:1
new 1:2,11,14,23 2:19 3:8 5:8,10 11:12 14:9 29:4 49:15,19 50:3,7 50:10 52:1 61:2 95:23 106:18 110:13,21,23 111:10 113:20 114:7 121:24 124:2,9,12,13,19 124:20
news 27:22 88:7 119:15
newsletter 25:3 83:4
Nice 74:7 83:10 86:25
night 26:2,13,13,14
Nightmare 71:15,17
nights 25:23
nine 105:12
ninth 61:23
NM 1:21 125:4
Nob 54:22
non-renew 13:5
non-renewal 53:20
north 76:18,20 77:5
note 19:4 21:11 39:2,7
notes 73:24
notice 64:16
noticed 113:1
November 10:20,22 51:10,11
novices 88:9
nudge 86:13
number 39:12 125:2
numbers 80:12 90:12,20 120:6
Nurse 16:7
nurturing 117:4
Nutt 68:23
NW 1:22 124:20
NWEA 60:20 61:24 65:5,10 99:19 107:5

## 0

O 3:1,1
observable 14:12 52:15
observably 14:11
observations 60:8
obtain 91:14
obviously 23:14 101:20
occupies 54:22
October 10:8
off-tangent $84: 19$
offer 13:25 54:5 104:2
offered 13:7
Oftentimes 108:24
Oh 45:9 69:25 72:1 76:13 77:11
92:11 98:2,21 102:11 115:11
116:10 120:10
okay 4:6 8:10 28:5,15 29:15
31:15 33:11,16 38:16 39:10
57:1 65:10 68:22 70:3,13 72:20
73:1,3 75:15 80:9,20 86:25 93:2
93:4,14 95:3 97:24 98:1 99:22
100:13 114:12 115:6 116:12
119:8 123:7
Old 27:18
older 18:13 89:8,24
oldest 35:17 37:1
on-site 29:17
once 20:4 22:1 43:21 65:17,21
82:7 96:23 100:9
one-to-one 63:8
ones 9:13 89:19 114:6
ongoing 24:18 59:8 107:17
onion 73:12
online 28:11 57:18 62:3,11 63:4
63:8,15 82:12 94:3,4,14,19 97:5
open 1:10 20:4 125:3
opening 27:17
openings 41:10
Operation 62:6 94:10,11
opinion 104:23
opportunities 112:1
opportunity 13:25 27:21 51:12 54:6 109:21
opposed 33:5 36:23
opposition 118:18
option 46:18
options 2:10 47:4,13,17,19 86:14
orange 65:5
order 3:3 4:2 36:8 41:21 60:25 61:10 62:23 63:19 76:25 79:8 80:11 82:23 83:1 89:25 90:8 97:9 98:24 117:8
organizing 77:24
original 67:11 105:12
Oso 20:13,14
Ouray 33:10
out-of-school 46:4
outcome 15:20
Outcomes 14:16,18
outreach 66:19
outside 103:7 112:1
Outstanding 121:12
overall 23:7,18
overview 56:5
ownership 29:23

| P |
| :--- |
| P 2:1,1 3:1 |
| p.m 1:12 123:14 |
| packed 31:11 |
| packet 92:22 |
| page 3:2 67:20 |
| pages 124:10 |
| paid 85:20 |
| palm 103:7 |
| pandemic 11:12 38:9 52:1 56:17 |
| 58:4 62:2 65:15,20 66:3 80:14 |
| 80:19 81:22 82:10 83:25 84:11 |
| 94:12 95:18 96:4 97:3 107:2 |
| 111:16 |
| panel 68:24 70:18 72:22 |
| PAPA 37:8 |

papier-mache 30:20
paramount 88:18
parent 25:23 35:12 81:18 82:14 82:25 85:14
Parental 44:20
parents 2:9,10,13,15 18:2,13,15
19:19 25:24 26:16 27:9 32:17
38:11 40:13 41:15 45:15,21
57:19 63:4,5 81:25 82:5,8,17,18
82:23 83:2,6,8 84:17 85:18
91:10 94:8 96:6
parking 77:19
parrot 41:7
part 10:4,11,16 13:8 15:1 23:24 50:22 51:1,6 56:13 58:2,10
77:14 82:16 83:19 86:3,4 87:22
87:23 88:17,25 89:4,6 90:5
97:11 103:5 104:24 112:16
114:24 117:3 119:7 120:16
participating 88:24
participation 81:24
particular 11:2 51:15
particularly 39:7
parties 21:1
partner 26:4 59:9 111:14
partnered 34:23
partners 59:23 85:1,4 110:9,10
partnership 24:25
parts 88:18
Pass 121:13
passes 6:24 8:8 49:7 123:8
passion 59:17 78:8 85:12 121:17
pathway 65:24
Pathways 65:21,22
PATRICIA 2:5
PBLWorks 79:12
PBS 103:1
PC 2:18
PEC 2:16 3:4,5 5:12 7:3,4 10:25 13:2,16,25 15:5 28:8 50:9,21 53:18 54:6,11 55:17 75:19
PEC's 15:1
PED 2:7 10:3 11:5 51:18 53:13 56:16,21 59:2 98:17,22 125:9
pedagogy 66:19
people 31:6 38:13,18 40:3 42:4
43:18 56:7 66:24 74:6 75:11,11
83:24 88:10 90:5 92:2 96:17
97:22,22 102:18 106:6,16 109:8

111:18 112:18 120:2
peoples 59:4,9
percent 23:9 36:20 59:13 60:6 64:19,20 65:14,23 67:4,4,4,6,7 90:14,22,22 91:9 95:19 98:9,12 98:12,13,15 99:10 102:21
percentage 64:22 66:2 104:20
percentages 99:9
perfect 80:16 83:22
performance 11:6,7 12:14 13:10
51:19,21,24 53:3 55:6 100:3
Performing 36:14
periodically 63:16
person 16:19 40:3 57:3 68:22 104:18
personal 36:4
personally $34: 8$
phenomenal 62:18 81:19 89:21
phone 103:4
physically 17:21
pick 30:2
picture 20:13 53:6
pictures 21:19,24 25:1,3
piece 38:8 44:18 105:13 109:10
pieces 20:17
place 26:21 29:1,20 32:17 34:19 35:9 80:23 84:17 95:1 110:20
plan 34:7,10 60:16 84:4 91:2,17 113:6,12
planet 34:9
planning 25:22 60:23 77:23
80:24
plans 70:5 76:25 79:2
play 26:2 74:22 77:25 78:2
playground 25:19
please 16:3,14 30:11 68:5 92:19
pleased 26:20
pleasure 27:12
pledge 5:6,9 19:13,20,21,22
plugging 107:17
point 33:15 34:13 46:10 66:2
pointing 55:15
points 22:10 23:6 33:21,22 64:22
policies 11:4 51:17 117:5
political 121:4
politically $88: 6$
pop $24: 18$
pop- $91: 9$
popular 20:8 84:25 85:19,21,25
population 21:16 59:13 64:12 67:2,6 90:14 95:22 98:10,23 99:25 101:13
portables 76:18 77:2
positive 19:23 25:14
possibilities 111:11
possibility $82: 4$
possible 12:12 27:8
possibly 29:7
posted 55:17
poster 20:21
posters 20:15
power 87:21
powerful 18:5 90:9 93:21 95:23
103:9,20 121:6
PR 80:11
practically 72:4
practice 19:23 79:24
practiced 63:17
practices 11:4 51:17
pre-K 14:22 18:20,23 19:2
pre-K-5 35:8
prefer 8:21
preliminary 10:11,12,13,20
12:19 13:2,3,7,15,24 14:10,15
51:2,9 53:8,18,21 54:5
prep 63:3,22
preparing 71:22
present 4:9,12 5:4 30:21,23 31:3
32:25 40:6 41:1 68:12
presentation 16:11 32:14 37:18 56:5,6,9 66:13 85:9 88:19
presentations 9:16 66:14 87:4
presented 12:21
presenting 32:20
president 9:3 16:23 50:7 68:10 119:22 120:9
President's 120:23 121:3,8
pressure 41:14
pretty 32:15 71:20 75:1 120:11
prevalent 82:10
previously 27:12 84:5
prided 79:6
primarily 39:16
primary 88:18
principal 16:7,8 50:10 56:3
68:14 89:12 93:17,23
prior 60:16
probably 28:18 39:11 75:8 81:5

81:7 92:9 102:20 113:15
problem 98:18
problem-solving 27:14
procedures 29:19
proceedings 1:10 123:14 124:11
125:3
process 10:1,7,9 11:1,3,10,23
12:5,6 13:11,21 15:1 44:19
50:19 51:14,16,20,23 52:11,19
52:20 53:24 56:20 58:12 82:24
83:23 87:23 119:12
processes 36:8 114:16,19
producer's 121:18
production 58:22 104:11
Professional 1:22
proficiencies $34: 5$ 55:8
proficiency 10:13 33:19 51:2
program 14:13 21:4,14,14 24:7
24:12,13 28:20 42:20,22 43:19
57:13 60:24 66:18,20 67:7 89:8
90:24 99:4,4 107:23
programming 79:2
programs 29:1
progress 13:9 15:18 22:15 23:9
39:24 55:2,7,13 64:16,18
110:18
progressing 42:25
progressive 32:4
project 24:5 25:6 30:20 69:18
71:13 73:20,20 74:18,20 77:23
109:19
project-based 17:11 58:5 59:19
64:1 66:11,17 78:4 79:10 81:6
96:7,13,17 98:25 107:11 108:6
projections 65:14,20
projects 21:10 23:25 30:18 73:8
promised 11:20,25 52:9,13
promo 57:8
promote 30:13 68:23
promoted 70:19
promoting 70:17 86:11 103:11
pronouns 116:23
propaganda 87:13
proposed 51:23 112:6
proud 23:12 59:25 95:20
provide 13:9 14:17 19:6 21:1
29:17 30:1 110:21 112:8 120:4 120:5
provided 13:8 15:19
provides 26:23 109:23
providing 15:9 46:17 47:4,20
PSA 69:21 104:6,7,7
PSAs 58:24 69:20
psychology 35:19
PTO 25:16
public 1:1,10 8:16 10:2 11:21
28:2,4 36:14 37:9 48:1 50:13,20
52:10 68:8,25 69:6,10,14,21
70:2,7,12,22,24 71:6,9,15,17,23
72:3,11,19,23 73:1,7,19 74:4,12
74:15,20 75:7 88:21 90:21,22
112:14 118:6 121:23 124:1,12
125:3
pueblo 59:6
pull-in 99:4
pullout 99:3
pupil-teacher 79:5
purchase 20:5
purpose 46:22
put 19:15,22 26:21 44:18 57:6,7 57:9,21 58:21 89:1 103:14
putting 41:3 58:2 78:7 104:12
puzzle 20:17,25 105:13

| Q |
| :--- |
| Q\&A 82:6 |
| Q\&As 63:4 |
| Q1 64:8 |
| quality 29:1 |
| question 29:3 33:17 44:6 53:10 |
| 53:11 87:2 90:10 99:23 100:6 |
| 101:18 105:5 115:2 116:1 |
| questions 5:23 28:8 39:12 41:18 |
| 46:15 68:17,20 75:20 76:7 86:3 |
| 87:1 |
| queue 28:12 |
| quick 16:11 56:5 88:3 |
| quickly 12:11 52:22 |
| quite 23:8,19 39:19 53:5 56:16 |
| 62:3 63:10 82:13 83:14 |
| quote 113:24 117:10 |

R
R 2:1 3:1
race 64:6 67:14
raise 28:11
raising 33:19,21
Rancho 47:10
rate 33:24 60:4,5 61:12 63:25 64:19 104:16 106:2
rated $55: 1,13$
rating 12:24 14:19 53:11,14 55:4
ratings 12:20 13:8 14:15 100:17
ratio 79:5
re-up 113:25
reach 112:7
reached 82:21 110:18
reaching 117:2
read 12:18 15:4 17:1 25:25 43:5 43:6,7 44:25 53:7 121:10
reading 21:12,25 23:7 26:5 27:14 34:8,11,24 42:7,10,12 43:4,19 63:20 64:21 106:8 107:16 109:14
ready 38:14 40:13 47:24
real 17:2 24:14,14 45:2 87:20
88:3 115:1
real-world 59:24
realistically $92: 24$
reality $85: 23$
realize 117:17
really $10: 9$ 17:2,21 $19: 11,15,17$
21:17 22:3 23:2,4,5,13,15,24
26:3,4 29:1 31:21,23 32:6,16 33:5 34:16,19,21 36:7 38:8,20 39:25 40:10 42:1,4 44:1,10,18
46:14,16 47:11 50:18 56:14,19
56:23 57:16,19 60:2 64:13
67:14 69:14,17 72:11 73:15
74:4,5,5 75:11,12 78:8,11 79:6
79:13 80:19 82:2,10,17 83:19
83:25 86:12 87:4,9 88:4,10
89:16,16 91:10 93:20,25 95:4
95:17,21,23,24,24 96:9,10,15
99:1 105:23 107:15 108:3
116:10 117:1 119:3,24 121:6,9
reason 91:9 106:20
reasons 92:12
REBEKKA 2:3
REC'D 125:12,17,22
RECEIPT 125:1
receive 27:8 55:19 60:9
receiving 100:7
receptive 111:17
Recess 49:14
recite 19:21
recognition 59:2
recognize 12:5 22:9 52:19 59:8 59:10
recognized 40:8
recognizes 59:3
recommend 55:18
recommendation 10:25 13:4,7
14:20 51:13 53:15,19 100:16
recommending 14:6
reconcile 59:8
Reconnect 62:7 94:10,11
record 57:4
recruit 83:24 84:7
red 23:15 98:10 99:24
redid 62:10
Reduced 67:7
reestablishing 111:15
referenced 115:17
referrals 61:1
refined 12:7 52:21
reflect 14:1 54:6 95:22
reflection 13:24 54:2
reflective 22:12 54:3
regard 111:20
regarding 102:6
regards 99:24
regrow 84:4
regulations 13:20
reimagine 63:1
reimagined 67:12
reimagining 97:10
reinventing 112:11
reiterate 13:17 15:5 17:6
related 102:9
relationship 59:3
relationships 25:15 56:23 90:7
relative 33:6
release 12:14 53:3
relevance 108:25 109:10
reliable 35:1
relied 101:3
remedial 42:22
remediation 35:4
remember 9:13 69:4 71:14,21
74:23 92:15 120:23
remembers 116:3 120:24
reminder 59:7
reminders 113:13
remote 62:5
renew 13:4,5,23 15:6 54:1
renewal 1:10 3:4 5:12 10:9 11:3
11:23 12:2,8,25 13:2,2,13,21
14:10,20 15:13 48:2 49:19
50:19 51:9,16 52:11,15,23
53:16,18,18,19,20,23 54:14
55:3,19 68:16 100:16 116:10 125:3,6
Renewals 3:6 8:12
renewed 14:6 54:12
Renewing 11:1 51:14
replacing 109:3,5
report 12:19 13:9 53:8 57:12
64:16 86:2
REPORTED 1:21
reporter 16:4 68:7 70:20 124:9 124:19
REPORTER'S 3:10 124:7
reporting 1:22 88:11 104:4
reports 10:14 12:3,11 51:3 52:16 121:11
represent 26:19 119:9
representation 97:12
representations 64:6 67:13
representative 50:2 88:25 89:23
required 114:6
research 30:12 104:9,19,23
resources 59:21
respect 117:1
respecting 117:6
respond 51:12 100:4
response 4:21,25 5:3,24 6:16,20
6:23 7:9 8:1,5,7 10:23 48:11 53:8 122:6
responses 12:19,22
responsibility 102:9 105:21 120:12
responsible 13:17 102:12,15
rest 77:15 108:10
restaurant 77:14
result 53:11
results 22:25 99:20 107:18
retention 19:4,5 38:3,8
rethinking 37:21
retooling 37:22
return 26:18 38:13
review 12:6 52:20
reviewed 11:20 52:8 100:23
revise 62:8
revising 11:7 51:20
revisited 62:19
right $5: 22,257: 2,108: 2415: 23$ 17:12 18:19 20:8 22:1 27:24 28:1,7,12 30:2 32:9 34:1 42:4
$44: 545: 15,2446: 1347: 11,14$
47:22 48:12 49:12,16,18 71:5,6
$72: 1273: 18,1974: 19,21,24$
75:6,17,19 76:2 83:13 90:13,18
90:19 91:16 94:23 97:3 99:18
103:2,7 105:1 106:13 107:1,25
109:16 110:3 111:6 113:14
114:19 121:3,14 122:7
right-hand 16:19
rights 100:20 119:23
rigorous 11:17 15:9 52:6
Rio 24:4 25:6 47:10
risk 64:14 96:4
RMR 124:8
RMR-CRR 1:21 124:18
Robbins 2:6 4:11,12 5:20 6:6,7 $7: 16,1740: 24,2543: 248: 5,18$ 48:19 122:17,18
robotics 60:24
Rock 1:13
Rodriguez 72:21
role 70:14 74:24
roles 42:5
roll 3:3 4:3 6:1 48:13 122:8
roll-up 100:17
Ronald 24:18
room 1:13 12:4 31:11 52:18
82:25 104:11 116:2
Rooney 93:13 115:17
Roosevelt 120:10
rots 114:2
roundedness 46:12
rude 75:10
rules 13:20 117:8
running 118:17
RUSSELL 2:10

## S

S 2:1 3:1
S.P.I.R.E 42:20
sad 120:11
SAE-certified 70:8
safe 118:1
safety $26: 21$
salad 31:16,17

Salute 5:7,9
Santa 2:19 18:2 26:9 32:7 57:2
Saturday 116:6
save 93:22 94:1
Savvas 34:23
saw 29:3 38:13 63:23 80:3, 12 120:22
saying 25:25 30:4 44:25 97:23
says 30:24
scavenger 27:19
scenario 92:22
scenarios 92:21
scenes 10:6 50:23
schedule 63:1 67:12 108:18
scheme 116:14
school 3:6 8:12 9:16 10:9, 12, 14 $10: 15,21,22,2511: 2512: 9$
$13: 12,17,2514: 6,8,11,12,17,21$
$14: 23$ 15:6,10,15,17,20,24 16:2
16:12 17:23 20:19,21 25:14
26:21 28:17,20,22 29:6,18
32:22 33:6,18 35:9,22,22,25
$36: 3,9,9,1737: 2,7,10,2543: 6$ 45:4,10,15 46:9,17,22 47:3 49:19,21 50:25 51:4,4,6,9 52:12 52:23 53:1,12 54:10,11,18,19 $54: 2455: 1,7,9,19,2356: 9,13,16$ 57:23 58:1,2 61:5,10 62:1 63:11 65:7 69:1,12 71:7 72:12 73:4,6 73:10 74:5,25 75:5,12 76:3 77:5 77:7,11 78:12,19 79:7,17 80:2 80:20 81:11,16 82:19 85:10,15 $86: 4,9,9,9,1187: 15,16,18,19,20$ $89: 10,11,11,24,2590: 11,21$
92:13,25 95:22 96:6 97:10
100:10,16 101:3,8,9,11,12,19 103:12,14 106:7 108:5 109:22 110:5,14,20 111:14 112:1,6 116:25 117:25 118:13 120:1,12 125:3,6
school's 10:16 11:20 13:23 14:15 15:4,20 52:9 53:8 54:1 100:3

## School/Options 2:8,12,15

schoolers 110:1
schools $10: 1,311: 1,13,16,17,19$
12:11 16:8 33:3,24 36:1, $1637: 8$
$37: 1139: 1241: 10,10,2343: 13$ 44:22 45:8 46:11,23 50:19,21
$51: 11,1452: 2,5,6,854: 6,7,12$

62:4 78:21,22 88:25 89:12
90:22 96:23 109:17,18,24 110:6 112:13,15 118:6
schools' 11:18 12:19 13:10
schoolwide 64:1
science 26:13 34:6 63:20 65:2 106:5
scientists 24:14 31:9
score 62:9 116:22
scores 60:3 64:22 81:1 106:11,19 106:23
screen 69:15 76:16,18
screenshots 72:6
script $72: 14$
second 5:21 7:5,7 12:25 25:8 42:8 45:21 48:5,6,7 57:1 61:3 73:6 122:2,3,4
secondary 84:24 112:7
Secondly 53:16
seconds 48:8
see $9: 20,2014: 815: 1916: 15$
17:11 18:12,23 20:15 21:22
$23: 14,1628: 10,1032: 2141: 23$
43:21 44:22 46:11,23 47:2,18
50:16 55:7 57:6 65:11 67:20,21
68:1 76:5 78:18 81:1,15 83:9
86:1 87:3,8 89:21 93:14 94:4
102:1,4 105:15 107:13,25
108:23 112:22 120:2,8 122:10
seed 73:21
seeing 41:23 43:24 48:12 62:20
75:24 88:8 107:9 122:7
seek 23:24
seeking 81:25 111:8
seen 107:18
SEL 63:6
select $26: 1$
self-confidence $33: 1$
semester 66:12 82:7
send $13: 125: 353: 17,21$
senior 66:7 71:6
seniors 65:23 89:23
sense 26:24 81:12
sent $10: 15,17,20,22,2412: 851: 4$
51:6,8,12 52:23 53:1 98:10
September 10:15,17,19 19:17
51:3,5,7
serious 13:22 53:25
seriously 106:11 109:2
serve 14:23 17:23 59:7 60:15
Service 1:22 88:21
services 29:18 101:8
serving 101:10,20
set 10:11 73:21 74:25 106:17
124:14
sets $36: 7$
setting 40:11
seven 5:4 6:25 8:9 49:7 123:8
seventh $39: 3$ 69:7
SGA 118:14,15
shake 32:23
Shakespeare 78:2
share 16:12 27:22 51:25 54:24
56:4,6,25 57:1,16,18 69:19
shared $22: 21$
sharing 28:21 112:11
Sheet 3:13
shelf 22:17
Shelter 24:17
shift 62:21 108:15
shifting $45: 9$
show $23: 178: 1790: 1$
shows 23:1 28:24 40:8
shrink 23:15
shrinking 80:20
sibling 38:20
siblings $18: 13,13$
side 33:9 47:5,5 72:16 109:14
signed 28:4 66:24
silo 31:25
silver 21:6
simple 114:20,21
simplify 58:5
singing 116:11
single 19:7,21 22:18 66:12
sir 115:15
sister 69:8
site $10: 4,1812: 2,315: 13,15$
50:22 51:8 52:16,16 54:4 92:15
sits $105: 16$
sitting 50:2
sixth 36:15 38:24 39:3 69:5 71:4 75:7
sixth-grade 14:22 27:10 61:22
size $27: 737: 1261: 5,678: 1979: 7$ 79:17 80:2
sizes 62:24 81:5
skills 27:14
slew $86: 3$
small 61:5 78:19 79:7,10,17 80:2 108:9
smaller 27:7 61:7 79:16 81:4 91:1
smoking 69:22
Snapchat 103:17
social 57:7 58:14 62:12 63:17,21
81:19 82:3,8 88:23 94:21 103:12
social-emotional 103:5
socially $17: 20$
Society 119:7
Sofia 72:21,24 74:2,3,8
soil 77:25
sold 77:9,13
somebody's 77:9
someplace 77:17
somewhat 114:24
son 41:2
soon 18:16
sooner 41:11
sorry 5:17 67:16,20 102:1
sort 74:22
sound 17:7 57:2 89:18
sounds 17:4 19:12 29:20 32:16
47:16 93:4
south 86:9
space $58: 1,3,11,13,15,1773: 20$
76:11,13 77:7,16 78:3,7 82:11
89:6 104:7 118:1
spaces 39:16 88:25
sparking 30:25
speak 36:2 62:4 87:6
speaker 68:4 70:15 72:21 74:9 76:9
speaking 16:3
special 21:14 27:5 42:22 90:12
90:17 91:1,11,13,16 96:14
100:19 101:4,7,7,8 116:23
specialist 42:12 60:12 79:22 106:22
specialists 43:12
specialties 109:22
specialty $109: 17$
specific 13:6 103:25,25
specifically $9: 22 \quad 14: 234: 24$
101:2 118:4
SpEd 67:6 98:9,10,16,16,22 99:1

99:19,25 100:2,3
spell 68:6
spelled 70:20
spend 20:1 94:9,13
spent 62:5
spirit 58:9
spirited 102:17
sponsor 118:15
sponsors 118:14
spring 22:25 78:2
staff 2:7 10:3 15:8 16:15 17:19
27:6,17 50:21 55:9 60:11 64:13
68:13 80:8,17 82:2 93:10 95:1
95:24 97:17 101:7
stakeholders 19:14,25
stand 31:6 89:17
standards 11:17 14:19 17:9,14
$21: 12,2323: 10,17,2052: 6$
100:23
standards-based 21:9
start 8:25 9:24 43:24 49:24 50:17 108:1
start-up 54:11,13
started 10:7,8, $1035: 2536: 21$
49:17 51:1 60:2 61:2,9,17 62:6
62:16 64:1,5,10,19,23 73:23
79:20 106:22 116:9,11,19
starting 32:25 36:2 66:24
starts 36:15
state 1:2 12:14 13:19 17:23 21:12
22:7 23:2 33:25 53:3 60:6,10
64:22,24 65:1 98:11 110:21,25
111:10 112:6 124:2,9,13
State-chartered 54:12
state-of-the-art 59:22
stated 13:1 14:10 53:17 124:13
statements 9:21 30:9
States 118:8 119:22 120:9
statutes 13:20 14:9
statutory $93: 17$
stay 36:23 47:15 80:21 92:24
96:3 97:16 98:23 113:21
stayed 65:3 97:9
staying 94:15
steady 80:6
steer 117:1
STEM 26:14 30:16 63:19 65:19 107:3 108:20
steps 41:19

Steve 20:8
STEVEN 2:4
sticking 84:4,13
stop 45:12 61:9 72:5
store 20:2,4
Storm 9:2,2 16:23 35:11,14,21
36:13,25 37:4
story 73:5 78:11
strategies 22:20 26:5,5 37:20
streamlined $84: 2$
street 1:22 2:18 24:21 124:20
strength 78:15
strong 56:23 87:9
stronger 111:19
struggle 43:8,14 56:18 93:7
struggled 107:16
struggling 46:9
stuck 44:14 52:2
student 12:14 14:16,18 15:11 22:24 46:13 60:11 67:2 82:11 85:7,11,15 104:15,18 119:5,8
students 9:8 14:23,24 15:10,16 15:20 16:16,19 17:6,16,16,25 18:1,3,24,25 19:19,24 20:1,5 23:10,20 25:13 27:12 29:23 38:2 39:1 41:9,20 42:7,15,22 45:5 46:18 47:20 57:10 58:15 58:20 59:16,18,20,24 62:8,11 62:22 63:19,20 64:8,10 67:15 67:18 68:1 79:14 84:16 85:2 87:3 88:19 90:12 92:6 96:15 97:18 99:13 100:12,20 101:10 101:13 102:24 105:24 111:12 119:17 120:13
studies 63:21
studio 58:6,6,22 63:1,2 104:11
Studios 110:12
study 43:9,10,10
studying $87: 10$
stuff 31:8 69:17 72:13
subgroup 99:19
subgroups 64:7
subjects 15:11 109:21
submission 10:16
submitted 10:10 53:13 55:16 113:8
substantial 55:2,13 64:17
subtests 23:3
succeed 25:13 36:9
success 17:19 36:7 41:6,9,23 45:5 78:12 81:2
successes 14:2 43:25 54:8 78:17
successful 22:21 35:7
successfully 46:23
succinct 53:9
suddenly $62: 16$
suffered $81: 21,21$
suggested 14:12
Suite 1:22 2:18 124:20
summa 35:17
summer 19:16
super 20:11 21:17 22:5,25 24:10
24:24 25:9 29:15 31:15,19,20
46:25 75:10 77:6 78:17
supplement 21:7,9
support 2:11 21:16 41:16 46:4,6
56:19 59:1 60:10,11 79:19 82:2
82:17,19,24 83:2 99:1 107:23
supported $15: 18$
supporting 42:15 89:15
supportive $25: 16,1782: 12$
supports 19:24 46:12 95:25
supposed 46:19 113:10
sure 4:5 9:15 17:14,21 19:18
29:16,25 54:24 62:4 65:7 81:9
91:2 94:15 97:18 99:14,14
104:25 105:5 109:12 113:7,19
117:16,23 119:8,10 120:13,23
120:24
surrounding 17:24
survey 94:4
surveys 25:24
sustain 96:23
sustainability $84: 16$
sustainable 94:2
sustained 14:3 54:8
swing 97:24
system 66:14 67:10 108:14
systemic 55:5
systems 61:10

## T

T 3:1
T-h-e-i-s-s 70:21
table 61:17 67:10 97:18 117:22 119:10
tabs 24:18
take 12:17 15:23 17:2,13 18:6

25:2 27:21 28:7 34:19 35:12
41:20 43:22,23 47:1,18 49:13
50:13 55:23 67:22 68:2 75:19
85:1 87:11 88:10 90:8 94:8
95:1 96:3 109:21
taken 8:11 76:23,23 113:21
talk 9:22 23:4 31:7 34:13, 16 41:22 60:14 68:5 82:8 86:24 102:18 110:1,16 113:18 114:10
talked 16:25 40:10 42:1 64:17 81:11 93:10 105:20 110:8,9
talking 16:4 57:10 67:22 76:15 80:23 119:15
Talks 60:20 61:24 80:23 91:4 106:22
tapered 65:3
tapping 85:16 86:6,12
task 88:13
taught 118:10
taxidermy 85:8
Taylor 4:24 6:19 8:4 49:5 123:3
teach 93:19 116:16
teacher 19:4,5 26:12 27:11 67:25
79:15 90:25 91:1,16 93:21
104:10 107:8,22 108:8,10 114:5 117:20 120:19
teachers 10:1 17:9,19 21:7,9,15 22:12 23:14 27:6 30:13 34:21 42:13 43:15 50:19 58:8 60:14 60:21 62:7,11,23 63:3 77:21 79:9,13 80:24 81:7,20 83:4,5 87:15,24 89:17 90:17,24 91:2,3 91:5,17 93:20 94:8,12,18 96:9 99:5 107:20,21 108:13,17,19 114:5,7 116:21 117:20
teaches $87: 25$
teaching 27:12 43:19 45:22,22
58:8 81:12,13,18 89:14 99:5
102:8 103:3
team 16:10 27:19 50:22 56:12 99:5
Technical 2:11,14
technology 59:22 63:8 72:12
Teleconference 1:15
Television 104:10 120:19
tell 18:8 68:21 69:2 70:19 71:3 73:5 74:18 78:11 85:23 99:8 109:25 117:21 118:25
ten 33:13,22
tend 41:9
tenth 26:17
tenure 113:23
term 14:7 48:3 54:15 56:17 60:2 67:2 121:25
terms 11:22 12:1 13:18 14:9 33:24 52:10,14
TESOL-endorsed 21:15
test 22:13,25 116:22
testament 19:1,6 35:24 36:1
testimonials 26:15 28:6
testimony $124: 14$
testing 64:22 90:16
thank 4:10 5:5,11 7:1,6 8:18 9:12 15:21,22 27:20,22,24 28:2,15 28:16 32:4,8, 11, 13, 13 33:2 37:13 40:25 43:2 44:3,4,10 46:14 47:21 48:8 49:8 50:9,11 55:21,22 56:1,15 68:3,11,13,18 70:10 72:17 74:1,7,8 75:2,15,17 75:22 78:13 91:18,20 98:6 101:22,23 109:12,15 115:4 121:16 122:16 123:6,7,10
thank-you 73:24
thanks 28:21 29:1 32:9 37:17,17 40:22 50:12 65:18 75:14,24 84:22 91:19,22 98:1,3 101:25
Thanksgiving 24:20 82:22 83:17
Theiss 70:15,25 74:10,11
thematic 81:6
theme 74:23
themes 64:1
thesis $31: 5$
thick 84:11
thing 18:12 19:11 25:23 28:18 31:23 34:9 42:14 43:12 44:12 56:4,11 61:15 80:15,22 81:16 102:23 103:16 109:17 114:14 116:2 120:22
things 20:9 21:1,11 22:3,21 24:2 26:6 34:1 38:16 41:5,22,25 42:25 43:21 44:14,22,23 45:12 45:13,14 57:24 60:14 61:21 62:17 64:3 69:3 73:9 81:3 82:23 87:7,13 93:17 97:25 102:13,20 103:17 113:1 114:14 114:20,21,22 115:20 116:14 120:3,6,14
think 15:12 25:4 30:7,21 31:8

32:6 34:8 38:3,5,7 39:13,14 40:2,9 43:9,12,15,20 45:8 47:24 52:21 55:10 57:6,16,19 65:18 74:23 75:1,15 76:9 78:21 79:4 79:11 84:15 86:15 90:3,20 92:2 92:2 93:20 96:17 98:7 99:2 101:12 107:17,20 109:1,23 111:5 116:19 117:3 120:7,25 121:4,16
thinking 32:2 61:8 77:1 78:1 80:9 92:24 117:19,20
third 1:22 22:8 54:14 124:20
thought 61:19 86:20
three 6:25 18:22 68:7 69:9 75:6
90:19 102:25 116:17,20
thrive 96:15
thriving 78:10
throwing 47:7,15
Thursday 5:16,17 26:9
tie $84: 20$
ties 120:16
tighter 114:1
TikTok 102:13 103:4,14
till 79:5
time 12:10 13:21,23 21:22 27:23
33:6 45:9,20 46:5 53:24,25 54:1
54:17,17 58:6,6 60:5 63:1,2
65:5,6 68:2,20 71:10 79:22 81:8
82:7 88:10 92:24 94:20 97:4
108:9 111:19 113:13 114:11
125:12,17,22
timely 113:8
times 85:6
tiny $38: 2$
today 16:10 50:24 59:10 68:12
81:16 102:1 113:17 114:9 118:9
toggle 15:2
tomorrow 123:13
tool 63:16 78:16
tools 36:8
top $99: 8$
top-down 108:14 117:18
topic 30:12
total 81:12
totally 93:1 98:19
touch 97:9,25
touched 32:15
tough 111:3,4
Town 27:18 82:6
track 109:9
traditional 11:17 52:6 59:5 99:2 109:24
train 62:23
training 1:13 2:12,14 29:11 60:17 61:24 79:11 113:3,9,21 113:24
trainings 114:7
trajectory 106:3 107:2
transcript 1:10 124:11 125:10, 15 125:20
Transcripts 3:5 7:3,4
transitions 114:18
trauma 81:21,21
treated 15:17
trees 58:17 76:25
tribal 59:2,12
TriCaster 58:23
tried 37:9
trinkets 20:5
$\operatorname{trip} 25: 8$
true 35:24,25 39:11 124:10
Trujillo 50:5,6 75:25 83:22 84:9 88:2 105:3,9 110:17 111:23 112:5,25 113:11,18,19 114:12 114:23 119:14
truly 21:18 37:19 91:24 92:3 96:24
trust 26:18
try 21:25 22:3 80:20 83:18 88:14
trying 83:24 88:17 89:12
tune 61:16 90:1
turkey 25:5 26:8
turn 76:25
turned 77:22
turning 114:17,18
tutoring 108:4
Twenty 93:14
twice 90:20
Twitter 103:18
two 21:12,24 26:16 41:18 43:24
44:21 54:23 66:21,22 81:7
89:12 92:2,23
type 81:25 84:24 87:11
types 22:4

## U

Uh-huh 73:7 81:9,14
ultimately 13:21 53:23
unable 12:17 15:13
unclear 13:12
understand 96:5 99:15 102:25
Understandable 84:6
understood 13:10
unfortunately 32:21
union 111:13,13
unique 11:18 29:18 41:24 52:7
59:3 92:1
United 118:8 119:22 120:9
units 81:6
universal 63:3,22 111:9
UNM 35:18
unquote 113:24
upper 34:5 35:3
use 15:16 21:4 22:9 23:4 38:9 42:20,21 58:13 71:11 77:4,8
78:16 91:7 112:9 119:17
usually 90:21 108:14
utilize 45:3

| V |
| :--- |
| vacancy 91.16 |

vacation 105:8
valedictorian 35:23
VALENZUELA 2:14
valid 35:1
various 56:8
vendor 31:12,14
verbatim 89:2
verify $14: 18$ 53:12 55:15
version 116:15 120:25
versions 53:1
vibrant 110:24
vice 2:3 4:3 68:10 102:5 110:8 119:22 120:9 122:7 123:1
video 1:15 57:6,7,21 67:16 71:24 72:4 86:10 89:22
videos 58:21,23
view 36:5
Vigil 49:25 50:2 76:1
violated 14:9
virtue 95:19
visibility 80:13
vision 19:6 110:20
visit 10:18 12:2,3 15:14,15 51:8
52:16,16 54:5 92:15
visited 101:11
visits 10:4 50:22
voice 20:24 59:20 87:9 97:18 117:17

## VOIGHT 47:24

Voigt 2:3 4:3,5,8,10,13,15,18,20 4:22,22 5:1 6:1,2,4,6,8,10,13,15 6:17,17,21,24 7:11,12,14,16,18 7:20,23,25 8:2,2,6,8 28:9,14,15 29:15 30:24 31:15,20 47:23 48:13,14,16,18,20,22,25 49:2,2 75:21,22 76:15 77:6 78:5,14 79:1 81:4,10,15 83:10 84:6,21 86:15,19,25 90:10 91:12 98:8 102:6 110:8 115:3,4,6 121:15 121:16,22 122:8,9,13, 16,19,21 122:24 123:1,1,7
Volunteer 83:24
volunteers 24:10 84:7
votes 6:18 8:3,9 49:2,7 123:2

| W 2:18wait 41:13waiting 12:13 18:19 19:2 53:2,2266:7walk 17:22 19:13 30:8 65:6 |
| :---: |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |

walkway 58:18 77:1
Walmart 33:15
want 5:14 9:21 17:1 18:3 20:10 25:14 27:20 31:2,5 34:11,21 41:5,7,11 43:14 45:4 47:10,15 49:23 56:4,11 58:13,25 68:11 68:13,19,21 69:1 72:10,14 75:4 76:8 83:20 86:7,13,23 92:20 96:3,10 97:14,19,23 98:7 103:11 104:25 107:18 108:1 109:6 112:7 116:20 117:7,11,15 117:16 118:19,23,24 120:2 121:5
wanted 19:20 29:22 44:12 63:11 66:2 77:17 85:7,11 86:3 106:21 109:10
wants 24:10 115:10
warning 85:24
warranted 12:20
Washington 76:21 104:17
wasn't 29:6,9 81:20 115:19
watch 22:5 121:5
water 59:9
way $15: 1632: 2533: 10,1145: 23$

67:9 78:17 79:11 80:19 82:16 86:20 90:13 91:4 92:18 102:8 104:2 106:2,8,16,24 109:18 121:2
ways 22:24 23:25 26:3 106:8 we'll 5:15 49:16 56:9 57:15 66:15 93:22 118:14
we're 17:2 19:10 21:17 23:7,21 25:22 26:3 35:5 38:14 42:18 43:1,21 47:24 57:24,25 58:2 59:25 61:19 66:1,5,7,8 67:12 74:24 75:13 77:1 78:1 80:20 82:24 83:5 88:8,13,17 89:12 90:22 92:18 95:22 97:24 106:16 107:1,14 108:5,14 111:6,14,16 111:18 113:13 116:21 117:21 117:22,23 118:9 119:15 120:7
we've 18:1,10,10 24:2 25:18 26:7
33:14 40:4 44:14 56:23 57:23
57:25 58:18 63:7 65:16 66:5,11
67:9 73:23 76:18,19,22,23
82:22,23 83:3 91:8 92:21 95:9
95:14,14 106:25 107:15,16,17
111:2,2 113:14 114:1 119:12 121:7
wear 16:9
weather 73:2
Webinar 1:15
webpage 55:18
website 15:2
Wednesday 5:15
weed 102:21
week 5:15 22:1 26:12 40:11 41:3 66:15 83:6
weekly $60: 14,2183: 4$
welcome 8:19 25:21 56:10 68:20 70:12
well-rounded 15:9
went 18:14 25:5 27:18 30:10 37:7 38:24 39:9 64:25 67:18 72:3
79:25 80:1,17 83:15 93:5 95:5 96:1 105:7 116:10
weren't 95:4
west $1: 113: 78: 13,149: 4,6,23$
14:5,21 15:7,14 26:23 33:8,9,10
35:15 36:6,7 44:1 47:5 48:3 125:4
Westside 46:18 47:13, 15
wheel 112:11
whereof 124:14
wife 41:4
wing 71:2
wins 23:2
Winter 60:19
wish 31:8 44:1
Wolf 85:13,16
Wolves 57:14 85:19 86:16
won 67:17
wonder 31:2 86:22
wonderful 16:10 31:21,23 32:6 32:17 36:2 41:6 78:5
wondering 29:6 98:14 110:11 118:4
word 18:4 83:22 101:8,21
work 23:13 32:3 37:21 39:24
40:8 58:11,16 61:11 62:8 72:14 79:15 83:24 85:11,18 89:14 92:1 93:18 101:4 105:17 110:17 111:6,12
worked 9:25 50:18 69:19 104:19
worker 82:3
Workforce 1:13
working 22:23 42:9 44:17 57:25 58:19 72:13 73:18 74:18,21 86:8 89:9,24 90:24 91:1,3 94:7 94:9 106:8 107:3,4,5,24 108:3,9 108:11,19,23 111:1,10 114:22 117:10 119:6
works 42:7 85:15 116:17 118:7
world 36:23 87:8 103:7 119:18 120:15
worldwide 120:8
worried 114:15
wouldn't 93:7 94:1,6 118:8
wow 80:1
writes 115:12
writing 27:14 73:24
written 60:17
wrote 73:22
WTC101 1:13

| $\mathbf{X}$ |
| :--- |
| $\mathbf{X 3 : 1}$ |
| yays 123:8 <br> Yazzie-Martinez 61:15,18 <br> yeah 5:19 <br> $8: 23$ <br> 36:17,25,25 |

39:10,10 69:11 71:8,23 74:3,6
74:11 75:7 78:24 86:18 87:2,24
95:6,12 96:12 98:2,21 102:11 104:5 109:4,9 114:1,23 115:4 116:9,10 121:10,20
year 10:15 12:15 15:14 19:1,17
20:1 25:21 26:17,18 31:18
34:20,20 38:4,4,4,5,6,13 39:11
43:24 44:16,16 46:23,24 51:4
52:21 53:4 60:1,16 61:3 62:2,5
62:19 63:15 64:2,3 65:12,25
66:7 71:19 72:15 73:6 79:20,25
92:9,12 93:3,14 94:23 101:1
yearbook 110:2
yearlong 58:12 77:23
years 11:2 12:3 14:7 19:9 26:22
33:12,13 39:5 41:13 43:17,23
44:13 46:25 51:15 52:17 66:22
68:15 69:9 75:6 77:16 80:7
88:7 92:23 93:8 100:18,23
106:4 110:15 111:22 116:20
118:11 119:13
yellow 65:13
yesterday 114:8
York 110:23
you-all 113:5
young 32:20 90:5 102:18
younger 89:9 102:24
youngest $35: 21$
YouTube 67:20 72:8 86:1 88:22 102:3


14 19:2
15 79:6 85:20
15th 10:17,22 51:7,11
16-119:20
1630 1:22 124:20
1790:22 98:12 124:15
17-119:20
18-'19 79:20
180 80:6,18
190 80:18
19th 10:10 51:1
1st 10:24 51:10,12

|  | 2 |
| :---: | :---: |
|  | 2 3:4 5:12 42:8 64:8 109:3 |
|  | 2:00 1:12 49:13 |
|  | 20 33:12 43:16 44:13 46:25 64:22 |
|  | 93:2,13 |
|  | 200 2:18 93:7 |
|  | 201 1:22 124:20 |
|  | 2018-'19 100:25 |
|  | 2020 84:10 |
|  | 2021 65:10 |
|  | 2021-'22 51:4 |
|  | 2022 1:12 120:25 124:15 |
|  | 2023 48:3 116:15 121:25 |
|  | 2028 48:4 121:25 |
|  | 21-'22 10:14 100:25 |
|  | 219 1:21 124:8,19 |
|  | 22 19:2 |
|  | 220 93:2,10 |
|  | 225 80:16 |
|  | 23 64:25 106:15 |
|  | 230 80:16 |
|  | 240 92:23,25 |
|  | $2533: 18$ 118:10 |
|  | 29th 10:19 |
|  | 2nd 51:3 |

## 3

3 3:5 41:21 42:9 64:8
3:30 123:14
30 15:25 33:20 43:17 55:24
118:11
33,000 80:1
36 67:6 90:14,22 91:9 98:9,15 99:10
365,000 79:21 80:1


