

**FOOTNOTE 27
ATTACHMENT**

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1 A I believe so. I think I took position as
2 president in 20 -- I don't remember if it was summer of
3 2013 or '14.

4 Q But your testimony is that plan was implemented,
5 correct?

6 A Yes.

7 Q Has that plan been successful?

8 A It has. It's difficult to measure in that, as
9 it's been implemented, there is also variability in growth
10 at the school level and in the type of student that we're
11 receiving. So we've seen fluctuation in the graduation
12 rate improvement plan. It's been the most successful from
13 2016, and we're still waiting to see what 2017 will look
14 like.

15 Q So again, just to restate the question, in your
16 opinion as board member and now board president, has the
17 2013 graduation rate improvement plan that was a direct
18 condition of your renewal been successful in its
19 implementation?

20 A In contextualizing it, where some of the students
21 are and understanding that, yes. It has been as
22 successful as it can be under the conditions, but it
23 doesn't mean that we've seen what we would want to. So
24 we're still working toward growth and improvement as that

1 variability grows with who the students are.

2 Q Did you see any need to adjust that plan prior to
3 learning about the Authority's potential action against
4 your charter?

5 A We did see a need. So that's part of the reason
6 why we had met with Steve Canavero at the time, and then
7 we met again in September of 2015 with Patrick Gavin. But
8 it was indicated that everything was going to be signed,
9 that we could continue to do what we were doing and
10 continue to work toward growth and progress.

11 And again, one of the suggestions was that we
12 might want to hire a private investigator to better
13 identify where our students were going, which could also
14 help to improve those rates.

15 Q How do you come to the conclusion --

16 A But ultimately, it was --

17 Q Yes. You can finish.

18 A I was going to say that, ultimately, with the
19 statement, it was clear that we seemed to be in good
20 standing and had a common understanding of the context of
21 our students.

22 Q How do you come to the conclusion that the 2013
23 graduation rate improvement plan was a success?

24 A By understanding in context of who the students

1 are, that's always a success in that oftentimes these are
2 students who have no other options.

3 So if I, as a practitioner, in seeing that a
4 student can leave the education system and do nothing or
5 can stay in the education system, enter an online school
6 such as ours, and maybe not graduate immediately because
7 they're more than -- behind than other students, it's
8 still a success because any exposure to our curriculum is
9 still better than no exposure. And we can continue to
10 work with them, and maybe immediately it will look as if
11 there is no success, but the long-term aspects from that
12 are definitely also something that must be considered.

13 So I don't want it to seem as if I'm viewing it
14 as not being accountable, but rather that, in
15 understanding the accountability, I'm not focusing on one
16 measure which would be the graduation rate.

17 It's a single point. And in March when I
18 attended the meeting, I asked the board members to
19 consider the aspects beyond a single point.

20 And I remember mentioning there that in their own
21 classes that I teach to our aspiring principals, I tell
22 them that it wouldn't be effective to always make a
23 complete database decision on one single point without
24 including other context and variables in helping to

1 identify that decision.

2 MR. OTT: Mr. Chair, I have a number of further
3 questions, but the witness did say that 3:15 was the
4 maximum time. I want to be respectful of that, and I
5 don't want to put her in a position of having to interrupt
6 me in the middle of a question. So can we check on her
7 time?

8 ACTING CHAIR GUINASSO: Yeah, Ms. Sanchez --

9 THE WITNESS: We can go five more minutes.

10 ACTING CHAIR GUINASSO: Mr. Ott, how much more
11 questioning do you have?

12 MR. OTT: Much more than five.

13 ACTING CHAIR GUINASSO: Much more than five? 15?

14 MR. OTT: I could probably do it in 15, but that
15 wouldn't leave time --

16 THE WITNESS: Okay.

17 MR. OTT: -- for the board or anything else.

18 ACTING CHAIR GUINASSO: I think with her, we'll
19 just forego the board questioning and just have your
20 cross. We won't have a redirect, though. Is that okay?

21 MS. GRANIER: Well, so far.

22 ACTING CHAIR GUINASSO: Yeah. Can you give us
23 15 minutes, Ms. Sanchez?

24 THE WITNESS: Sure.