

Strategic Exploration Report

for

Glen Ullin & Hebron School Boards

April 6, 2009

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Background Information

Representatives from the Hebron and Glen Ullin school districts met for a day to explore the future of the two schools districts. Representatives included members of the school board, community, school staff, and student body. The purpose of the event was to explore the future of the two school districts and then make recommendations to the school boards to help them in planning for the future.

While working to withhold judgment one way or the other, the group explored what might happen if the Glen Ullin and Hebron school districts consolidated. Twelve possible outcomes were identified. Some were positive while others were negative. The group analyzed these possible outcomes, wrote conclusions, and made recommendations that were presented in an online survey.

Participants in the discussion group as well as patrons in both districts were invited to read the conclusions and recommendations and then rate how much they agreed or disagreed with them. The possible outcomes of consolidation, the study group's conclusions and recommendations, and the results of the survey are presented in this document.

Possible Outcomes, Conclusions, and Recommendations by Study Group

POSSIBLE OUTCOME 1:

The overall quality of education may improve.

CONCLUSIONS:

We believe that the quality of education would be improved and that this benefit is likely to happen. The ability to offer an expanded curriculum, the opportunity for students to achieve a higher level of learning and the ability to offer advanced/gifted programs as well as programs for struggling students support this conclusion.

We believe that there may be a higher student to teacher ratio in some cases, but it will most likely not reach a level where this will be a problem. The high likelihood of less one-on-one teacher/student time was a negative factor.

We believe that students might be better prepared for college entrance and/or acquire the technical skills for employment out of school (i.e., for none college-bound students). Larger classes might benefit students through more social interaction, more opportunities for discussions, and a more competitive atmosphere resulting in possible higher levels of achievement.

RECOMMENDATION 1:

Improvement in the overall quality of education should be part of the rationale for a decision to pursue consolidation.

POSSIBLE OUTCOME 2:

Operating efficiency may improve.

CONCLUSIONS:

We think it is highly likely that operating efficiencies would improve through functions such as sharing administration and having one school board.

We think it is likely that greater efficiency would be achieved as a result of combining the pool of students. With more students there would be more opportunities to improve the curriculum, which might result in higher levels of student achievement.

We identified three significant negative implications that we believe are likely to happen. They are the possibility of losing faculty positions due to combining classes, the possible increase in time and cost of transporting students, and the possibility of unused building space.

RECOMMENDATION 2.1:

Improved operating efficiency should be part of the rationale for a future decision to pursue consolidation.

RECOMMENDATION 2.2:

The perceived benefits of improved operating efficiency should be carefully evaluated to determine the actual cost savings that might be achieved.

POSSIBLE OUTCOME 3:

Co-curricular activities may become stronger.

CONCLUSIONS:

We think improved quality of co-curricular activities would be a significant benefit and is highly likely to happen if the districts consolidate. The most likely ways quality would improve are: more opportunities to increase the number of students who participate, increased quality of programs and participants, opportunity to offer programs that are not already in place, and increased opportunities for staff to specialize. We found two significant negative implications that are likely to happen. They include increased costs for staff and supplies, and there may be the possibility of not having enough staff to fill positions.

We think it is highly likely that there would be increased positive contacts between advisors and students. This would increase the opportunity for staff to know students' needs and strengths, it may improve relationships and school spirit, it may provide more consistent application of policies (e.g., discipline), and communication may improve.

RECOMMENDATION 3.1:

Improved quality of co-curricular activities should be included as part of the rationale and one of the selling points for a decision to pursue consolidation.

RECOMMENDATION 3.2:

Increased positive contacts between students and co-curricular advisors should be included as part of the rationale and one of the selling points for a decision to pursue consolidation.

POSSIBLE OUTCOME 4:

Current governance and organizational efficiency may improve.

CONCLUSIONS:

We think it is likely that organizational efficiency could be achieved in areas such as how existing and possible new programs are staffed, how the school board is organized, and in administration.

We think a significant benefit might come from the reorganization of the curriculum and staff that would likely occur through consolidation. There would be an opportunity to select the most competent and highly qualified staff along with the opportunity to expand the curriculum. However, two significant negative implications were identified. These included: 1) some staff positions might be cut and some competent staff members might be lost and 2) students might be spending more time in transport.

RECOMMENDATION 4:

Improved governance and organization efficiency could be included as an argument for consolidation. However, plans should first be developed to address the negative implications of possibly losing quality staff members and students spending more time in transport before including this outcome as part of the rationale for a decision to pursue consolidation.

POSSIBLE OUTCOME 5:

Both school districts may become stronger by working toward common educational goals.

CONCLUSIONS:

We think that both districts would be interested in working toward common educational goals such as improving student achievement, increasing educational opportunities by expanding the curriculum, and maximizing the impact of available monetary and physical resources.

We think that both districts want to hire the most competent and highly qualified teachers and are eager to offer professional development programs to improve teaching and thereby improve student learning.

We think that consolidation might help both school districts better achieve these educational goals. However, significant negative implications were identified. These included the possibility of not being able to attract and retain highly competent and highly qualified staff to fill new areas in the curriculum and the inability to sustain the costs of expanding the curriculum.

RECOMMENDATION 5:

Combining monetary and physical resources in order to expand education opportunities and increase student achievement should be used as a selling point and part of the rationale to pursue consolidation.

POSSIBLE OUTCOME 6:

Both communities may become stronger and more viable.

CONCLUSIONS:

We think it is possible that the benefits of a larger combined school might attract families and generate economic development. However, we think such an eventuality is highly unlikely. We found several likely negative implications including a possible increase in taxes, possible divisions in the communities, and possible adverse effects if a community loses one of its schools.

RECOMMENDATION 6:

The argument that both communities may become stronger and more viable should not be used in the rationale or as one of the selling points for a decision to pursue consolidation.

POSSIBLE OUTCOME 7:

There may be significant changes in taxable values and taxes levied.

CONCLUSIONS:

We concluded that both schools are financially sound and approximately equal in mill levies assessed. We believe that a larger tax base resulting from consolidation would be beneficial.

Taxes from utility companies represent a large portion of the tax revenue in both districts. State surplus monies may be used to level the playing field between districts with differing tax bases

It is quite likely that a change to the current Glen Ullin agricultural property tax rate of 80% will pose difficult challenges to a plan to consolidate. However, we believe the differences in the taxing structure can be reconciled.

RECOMMENDATION 7.1:

The resulting benefits of a larger tax base should be used as part of the rationale for a decision to pursue consolidation.

RECOMMENDATION 7.2:

A plan should be developed to reconcile the differences in the taxing structure between the two districts before pursuing a decision to consolidate.

POSSIBLE OUTCOME 8:

Some current staff positions may be lost.

CONCLUSIONS:

We concluded that it is quite likely that some current staff positions would be lost through consolidation. The most significant negative implications we identified were: 1) the possibility of low staff morale and the lingering effects, 2) the possibility of losing some highly competent staff members, and 3) the possibility of the hardship on communities through lost residents. The most significant positive implications we identified were: 1) cost savings resulting in the possibility to offer higher salaries and benefits for retained staff and the possibility of upgrade technology and other equipment, 2) retaining the most competent and qualified staff resulting the possibility to expand the curriculum and along with the possibility of increasing student achievement.

We believe this is a very serious issue that will require sensitivity and time to resolve in order to ensure that the districts' needs are balanced against the human needs of those who might be affected.

RECOMMENDATION 8:

The negative effects of the loss of current staff positions should be acknowledged and weigh heavily in a decision to consolidate. Before any decision to consolidate is pursued, plans should be developed to ensure that the district's needs are balanced against the human needs of those who might be affected.

POSSIBLE OUTCOME 9:

Patrons who do not have children in school may oppose any change.

CONCLUSIONS:

We think it's highly likely that patrons who do not have students in school will oppose the consolidation of the two school districts. We found many significant negative implications and all are likely to happen including: 1) schools may be forced to close due to lack of funds, 2) community cohesiveness may suffer, 3) jobs may be lost, 4) the quality of education may deteriorate because of combined classrooms and diminished curriculum, 5) some vital programs and staff may be lost. Finally, we think that if nothing is done there may be no other school districts to consolidate with.

The positive implications we found if there is no support included: both communities would keep their schools, no jobs would be lost, both communities would have access to extracurricular activities such as sporting events.

RECOMMENDATION 9.1:

Communication about the rationale and the positive and negative implications of consolidation should be a high priority during any deliberations about possible consolidation so community members can make a well-informed decision.

RECOMMENDATION 9.2:

In any deliberations about possible consolidation, every effort should be made to maintain a school in each community.

POSSIBLE OUTCOME 10:

More students may be transported longer distances than they currently travel.

CONCLUSIONS:

We think it is highly likely that more students will be transported longer distances than they currently travel.

We identified significant negative implications including: 1) the strong possibility that enrollment may decrease because some parents open enroll their children in schools that are closer, 2) there may be significant additional stress on students and families from increased travel time, 3) a decrease in quality family time, and 4) a possible decrease in parental involvement because of the increased distance to the school.

RECOMMENDATION 10:

The negative effects of more travel should be openly acknowledged and weigh heavily in a decision to consolidate. This possible outcome should be carefully researched and plans should be developed for how to mitigate these negative effects before pursuing a decision to consolidate.

POSSIBLE OUTCOME 11:

Some families may enroll their children in neighboring districts.

CONCLUSIONS:

We think it is highly likely that some families may enroll their children in neighboring districts. This possible loss of students could negate many of the benefits of consolidation.

RECOMMENDATION 11.1:

Any deliberations about consolidations should address the possible loss of enrollment due to families enrolling their children in neighboring districts.

RECOMMENDATION 11.2:

During any deliberations about consolidation, plans should be developed to ensure there is an expanded curriculum that would retain current students and possibly attract more.

RECOMMENDATION 11.3:

During any deliberations about consolidation, plans should be developed to ensure there are expanded opportunities to participate in co-curricular activities and their benefits should be promoted to students and the communities.

POSSIBLE OUTCOME 12:

There may be an economic and emotional strain on the communities.

CONCLUSIONS:

We think that it is highly likely that there may be some economic and emotional strain on the communities. However, consolidation may be inevitable.

RECOMMENDATION 12.1:

Both communities should be proactive to define and shape our own future rather than doing nothing and reacting to outside forces when it may be too late.

RECOMMENDATION 12.2:

During any deliberations about possible consolidation, every effort should be made to keep the communities thoroughly informed and processes should be established to allow for community input.

Consultant's Interpretation of Survey Data

Eighty-five patrons from the Glen Ullin and Hebron school districts participated in the online survey to rate the extent to which they agreed or disagreed with the recommendations made by the study group. Participants in the survey identified themselves by whether they lived in the Glen Ullin or Hebron school districts and whether or not they had children enrolled in school.

District	Patrons	Have Children in School	No Children in School
Glen Ullin	34	22	12
Hebron	51	32	19
Total	85	54	31

Eight individuals began the survey but did not complete it.

The tables on the following pages reveal the extent of agreement with the study group's recommendations in rank order. The frequency of responses from low to high agreement are displayed within each ranking. To arrive at a numeric average, the following scale was used.

Low Agreement = 1

Moderate to Low Agreement = 2

Moderate Agreement = 3

Moderate to High Agreement = 4

High Agreement = 5

On page 9, Table 1 displays the ratings of all the patrons in both the Glen Ullin and Hebron districts. The ratings suggest that communication with the public during any deliberations about consolidation is a high priority. Patrons from both districts thought it was important to maintain a school in their respective communities. Arguments relating to co-curricular activities and a larger tax base received only moderate support as a rationale for potential consolidation.

Beginning on page 11, Table 2 displays the ratings of only Glen Ullin patrons and Table 3 displays only Hebron patrons. Graph 1 on page 15 compares the ratings of patrons in the two districts. It appears that, overall, the Glen Ullin patrons rated the recommendations slightly higher than the Hebron patrons. The major issues where Hebron patrons rated higher than Glen Ullin were: 1) the desire for communication and input, 2) the need to develop plans to deal with the negative effects of losing staff, and 3) the need to develop plans to reconcile differences in the taxing structure. No significant differences in the ratings were noted on the remaining issues.

Beginning on page 16, Table 4 displays the ratings of Glen Ullin patrons who have children in school and Table 5 displays Glen Ullin patrons with no children in school. Graph 2 on page 20 compares the ratings of the two groups. The major issues where patrons with children rated higher than those with no children were: 1) the need to develop plans to deal with the negative effects of losing staff, 2) a desire to maintain a school in each community, and 3) the possible loss to students to neighboring districts. No significant differences in the ratings were noted on the remaining issues.

Beginning on page 21, Table 6 displays the ratings of Hebron patrons who have children in school and Table 7 displays Hebron patrons with no children in school. Graph 3 on page 25 compares the ratings of the two groups. The major issues where patrons with children rated higher than those with no children were: 1) arguments related to the benefits of a larger tax base and 2) the need to develop plans to deal with the negative effects of losing staff. No significant differences in the ratings were noted on the remaining issues.

Beginning on page 26, Table 8 displays the ratings all patrons in both districts who have children in school and Table 9 displays the ratings all patrons in both districts with no children in school. Graph 4 on page 30 compares the ratings of the two groups. The major issues where patrons with children rated higher than those with no children were: 1) arguments related to improved governance and organizational efficiency, 2) the possible loss to students to neighboring districts, and 3) a desire to maintain a school in each community. No significant differences in the ratings were noted on the remaining issues.

A peculiarity in the ratings emerged in a number of cases. While the vast majority of patrons rated some recommendations higher and some lower, several patrons rated some recommendations in a way that would not be expected. If an individual opposed consolidation, one would expect to see low ratings for those recommendations with arguments **supporting** consolidation. What is peculiar is that some individuals rated low those recommendations **rejecting** consolidation as well as those endorsing responsible practices (see Table 1). For example, Recommendation 12.2 states, "During any deliberations about possible consolidation, every effort should be made to keep the communities thoroughly informed and processes should be established to allow for community input" and Recommendation 6 states, "The argument that both communities may become stronger and more viable should not be used in the rationale or as one of the selling points for a decision to pursue consolidation." It seems odd that anyone who opposed consolidation would rate these two recommendations low; one would expect the exact opposite. A possible explanation for this contradiction is these individuals flatly oppose any movement toward consolidation and when they completed the survey, they rated low agreement with all the recommendations to voice their opposition without regard for the actual content of each recommendation.

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Table 1

April 6, 2009

Summary of All Patrons in Both Districts

Rank	Original Reference	RECOMMENDATION	Total Participants = 85		Frequency of Ratings					Average Numeric Rating
			Count	Low Agreement	High Agreement					
				1	2	3	4	5		
1	12.2	During any deliberations about possible consolidation, every effort should be made to keep the communities thoroughly informed and processes should be established to allow for community input.	76	1	1	5	16	53	4.6	
2	9.1	Communication about the rationale and the positive and negative implications of consolidation should be a high priority during any deliberations about possible consolidation so community members can make a well-informed decision.	77	2	4	7	21	43	4.3	
3	9.2	In any deliberations about possible consolidation, every effort should be made to maintain a school in each community.	77	3	5	9	13	47	4.2	
4	11.2	During any deliberations about consolidation, plans should be developed to ensure there is an expanded curriculum that would retain current students and possibly attract more.	76	1	1	17	24	33	4.1	
5	12.1	Both communities should be proactive to define and shape our own future rather than doing nothing and reacting to outside forces when it may be too late.	76	5	2	10	25	34	4.1	
6	10	The negative effects of more travel should be openly acknowledged and weigh heavily in a decision to consolidate. This possible outcome should be carefully researched and plans should be developed for how to mitigate these negative effects before pursuing a decision to consolidate.	77	2	6	16	16	37	4.0	
7	2.2	The perceived benefits of improved operating efficiency should be carefully evaluated to determine the actual cost savings that might be achieved.	80	3	4	12	30	31	4.0	
8	4	Improved governance and organization efficiency could be included as an argument for consolidation. However, plans should first be developed to address the negative implications of possibly losing quality staff members and students spending more time in transport before including this outcome as part of the rationale for a decision to pursue consolidation.	77	4	3	14	25	31	4.0	
9	11.1	Any deliberations about consolidations should address the possible loss of enrollment due to families enrolling their children in neighboring districts.	76	4	4	16	17	35	4.0	
10	8	The negative effects of the loss of current staff positions should be acknowledged and weigh heavily in a decision to consolidate. Before any decision to consolidate is pursued, plans should be developed to ensure that the district's needs are balanced against the human needs of those who might be affected.	77	7	6	14	16	34	3.8	
11	11.3	During any deliberations about consolidation, plans should be developed to ensure there are expanded opportunities to participate in co-curricular activities and their benefits should be promoted to students and the communities.	76	5	3	20	27	21	3.7	
12	7.2	A plan should be developed to reconcile the differences in the taxing structure between the two districts before pursuing a decision to consolidate.	77	5	7	16	28	21	3.7	

Strategic Exploration Report

Table 1

April 6, 2009

Summary of All Patrons in Both Districts

Rank	Original Reference	RECOMMENDATION	Total Participants = 85		Frequency of Ratings					Average Numeric Rating
			Count		Low Agreement		High Agreement			
					1	2	3	4	5	
13	1	Improvement in the overall quality of education should be part of the rationale for a decision to pursue consolidation.	85		6	10	18	22	29	3.7
14	6	The argument that both communities may become stronger and more viable should not be used in the rationale or as one of the selling points for a decision to pursue consolidation.	77		6	12	15	20	24	3.6
15	2.1	Improved operating efficiency should be part of the rationale for a future decision to pursue consolidation.	80		6	9	25	27	13	3.4
16	5	Combining monetary and physical resources in order to expand education opportunities and increase student achievement should be used as a selling point and part of the rationale to pursue consolidation.	77		8	9	20	28	12	3.4
17	3.2	Increased positive contacts between students and co-curricular advisors should be included as part of the rationale and one of the selling points for a decision to pursue consolidation.	77		14	11	25	17	10	3.0
18	3.1	Improved quality of co-curricular activities should be included as part of the rationale and one of the selling points for a decision to pursue consolidation.	77		12	15	25	17	8	2.9
19	7.1	The resulting benefits of a larger tax base should be used as part of the rationale for a decision to pursue consolidation.	77		10	20	31	12	4	2.7

Strategic Exploration Report

Table 2

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Summary of All Patrons from the Glen Ullin District

Rank	Original Reference	RECOMMENDATION	Total Participants = 34 Count	Frequency of Ratings					Average Numeric Rating
				Low Agreement		High Agreement			
				1	2	3	4	5	
1	12.2	During any deliberations about possible consolidation, every effort should be made to keep the communities thoroughly informed and processes should be established to allow for community input.	31	1	0	4	6	20	4.4
2	11.2	During any deliberations about consolidation, plans should be developed to ensure there is an expanded curriculum that would retain current students and possibly attract more.	31	0	1	6	7	17	4.3
3	9.1	Communication about the rationale and the positive and negative implications of consolidation should be a high priority during any deliberations about possible consolidation so community members can make a well-informed decision.	31	1	1	3	10	16	4.3
4	2.2	The perceived benefits of improved operating efficiency should be carefully evaluated to determine the actual cost savings that might be achieved.	32	0	0	6	12	14	4.3
5	9.2	In any deliberations about possible consolidation, every effort should be made to maintain a school in each community.	31	0	3	5	5	18	4.2
6	12.1	Both communities should be proactive to define and shape our own future rather than doing nothing and reacting to outside forces when it may be too late.	31	1	1	3	12	14	4.2
7	4	Improved governance and organization efficiency could be included as an argument for consolidation. However, plans should first be developed to address the negative implications of possibly losing quality staff members and students spending more time in transport before including this outcome as part of the rationale for a decision to pursue consolidation.	31	1	2	5	11	12	4.0
8	11.1	Any deliberations about consolidations should address the possible loss of enrollment due to families enrolling their children in neighboring districts.	31	2	1	7	6	15	4.0
9	11.3	During any deliberations about consolidation, plans should be developed to ensure there are expanded opportunities to participate in co-curricular activities and their benefits should be promoted to students and the communities.	31	1	1	6	12	11	4.0
10	10	The negative effects of more travel should be openly acknowledged and weigh heavily in a decision to consolidate. This possible outcome should be carefully researched and plans should be developed for how to mitigate these negative effects before pursuing a decision to consolidate.	31	0	3	10	4	14	3.9
11	1	Improvement in the overall quality of education should be part of the rationale for a decision to pursue consolidation.	34	2	4	6	6	16	3.9
12	8	The negative effects of the loss of current staff positions should be acknowledged and weigh heavily in a decision to consolidate. Before any decision to consolidate is pursued, plans should be developed to ensure that the district's needs are balanced against the human needs of those who might be affected.	31	1	3	10	7	10	3.7

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Table 2

April 6, 2009

Summary of All Patrons from the Glen Ullin District

Rank	Original Reference	RECOMMENDATION	Total Participants = 34 Count	Frequency of Ratings					Average Numeric Rating
				Low Agreement		High Agreement			
				1	2	3	4	5	
13	2.1	Improved operating efficiency should be part of the rationale for a future decision to pursue consolidation.	32	2	3	9	10	8	3.6
14	7.2	A plan should be developed to reconcile the differences in the taxing structure between the two districts before pursuing a decision to consolidate.	31	2	3	7	13	6	3.6
15	5	Combining monetary and physical resources in order to expand education opportunities and increase student achievement should be used as a selling point and part of the rationale to pursue consolidation.	31	2	4	8	13	4	3.4
16	6	The argument that both communities may become stronger and more viable should not be used in the rationale or as one of the selling points for a decision to pursue consolidation.	31	4	6	7	5	9	3.3
17	3.2	Increased positive contacts between students and co-curricular advisors should be included as part of the rationale and one of the selling points for a decision to pursue consolidation.	31	4	3	12	8	4	3.2
18	3.1	Improved quality of co-curricular activities should be included as part of the rationale and one of the selling points for a decision to pursue consolidation.	31	4	2	14	8	3	3.1
19	7.1	The resulting benefits of a larger tax base should be used as part of the rationale for a decision to pursue consolidation.	31	2	8	13	6	2	2.9

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Table 3

April 6, 2009

Summary of All Patrons from the Hebron District

Rank	Original Reference	RECOMMENDATION	Total Participants = 51		Frequency of Ratings					Average Numeric Rating
			Count	Low Agreement	High Agreement					
				1	2	3	4	5		
1	12.2	During any deliberations about possible consolidation, every effort should be made to keep the communities thoroughly informed and processes should be established to allow for community input.	45	0	1	1	10	33	4.7	
2	9.1	Communication about the rationale and the positive and negative implications of consolidation should be a high priority during any deliberations about possible consolidation so community members can make a well-informed decision.	46	1	3	4	11	27	4.3	
3	9.2	In any deliberations about possible consolidation, every effort should be made to maintain a school in each community.	46	3	2	4	8	29	4.3	
4	10	The negative effects of more travel should be openly acknowledged and weigh heavily in a decision to consolidate. This possible outcome should be carefully researched and plans should be developed for how to mitigate these negative effects before pursuing a decision to consolidate.	46	2	3	6	12	23	4.1	
5	11.2	During any deliberations about consolidation, plans should be developed to ensure there is an expanded curriculum that would retain current students and possibly attract more.	45	1	0	11	17	16	4.0	
6	4	Improved governance and organization efficiency could be included as an argument for consolidation. However, plans should first be developed to address the negative implications of possibly losing quality staff members and students spending more time in transport before including this outcome as part of the rationale for a decision to pursue consolidation.	46	3	1	9	14	19	4.0	
7	11.1	Any deliberations about consolidations should address the possible loss of enrollment due to families enrolling their children in neighboring districts.	45	2	3	9	11	20	4.0	
8	12.1	Both communities should be proactive to define and shape our own future rather than doing nothing and reacting to outside forces when it may be too late.	45	4	1	7	13	20	4.0	
9	8	The negative effects of the loss of current staff positions should be acknowledged and weigh heavily in a decision to consolidate. Before any decision to consolidate is pursued, plans should be developed to ensure that the district's needs are balanced against the human needs of those who might be affected.	46	6	3	4	9	24	3.9	
10	2.2	The perceived benefits of improved operating efficiency should be carefully evaluated to determine the actual cost savings that might be achieved.	48	3	4	6	18	17	3.9	
11	6	The argument that both communities may become stronger and more viable should not be used in the rationale or as one of the selling points for a decision to pursue consolidation.	46	2	6	8	15	15	3.8	
12	7.2	A plan should be developed to reconcile the differences in the taxing structure between the two districts before pursuing a decision to consolidate.	46	3	4	9	15	15	3.8	

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Table 3

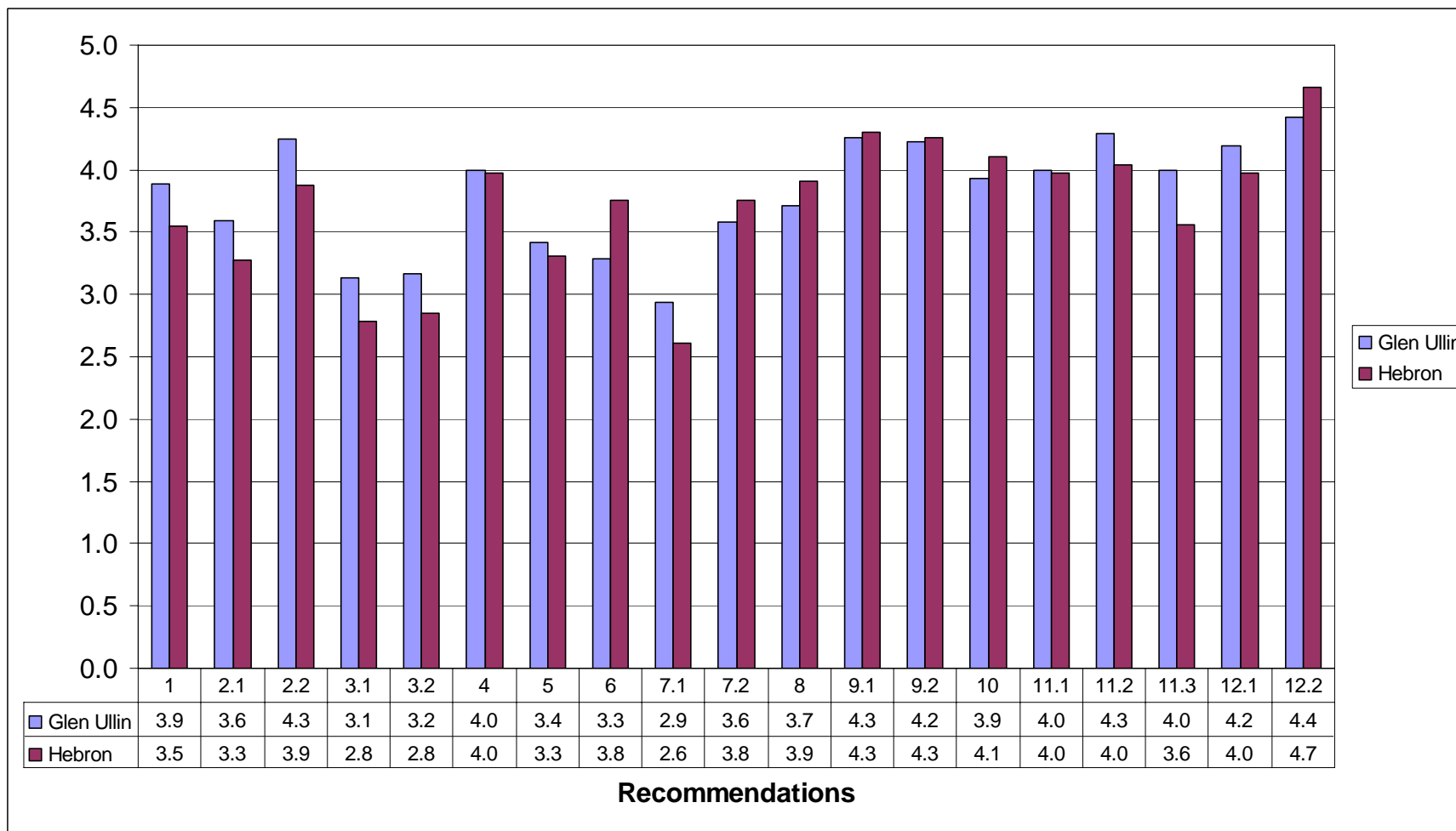
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Summary of All Patrons from the Hebron District

Rank	Original Reference	RECOMMENDATION	Total Participants = 51		Frequency of Ratings					Average Numeric Rating
			Count		Low Agreement		High Agreement			
				1	2	3	4	5		
13	11.3	During any deliberations about consolidation, plans should be developed to ensure there are expanded opportunities to participate in co-curricular activities and their benefits should be promoted to students and the communities.	45	4	2	14	15	10	3.6	
14	1	Improvement in the overall quality of education should be part of the rationale for a decision to pursue consolidation.	51	4	6	12	16	13	3.5	
15	5	Combining monetary and physical resources in order to expand education opportunities and increase student achievement should be used as a selling point and part of the rationale to pursue consolidation.	46	6	5	12	15	8	3.3	
16	2.1	Improved operating efficiency should be part of the rationale for a future decision to pursue consolidation.	48	4	6	16	17	5	3.3	
17	3.2	Increased positive contacts between students and co-curricular advisors should be included as part of the rationale and one of the selling points for a decision to pursue consolidation.	46	10	8	13	9	6	2.8	
18	3.1	Improved quality of co-curricular activities should be included as part of the rationale and one of the selling points for a decision to pursue consolidation.	46	8	13	11	9	5	2.8	
19	7.1	The resulting benefits of a larger tax base should be used as part of the rationale for a decision to pursue consolidation.	46	8	12	18	6	2	2.6	

Graph 1

Ratings of All Glen Ullin Patrons Compared to All Hebron Patrons



Note: Recommendations are listed in numeric sequence for purposes of comparison.

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Table 4

April 6, 2009

Summary of Glen Ullin Patrons Who Have Children in School

Rank	Original Reference	RECOMMENDATION	Total Participants = 22		Frequency of Ratings					Average Numeric Rating
			Count		Low Agreement		High Agreement			
				1	2	3	4	5		
1	9.2	In any deliberations about possible consolidation, every effort should be made to maintain a school in each community.	20	0	0	2	5	13	4.6	
2	12.2	During any deliberations about possible consolidation, every effort should be made to keep the communities thoroughly informed and processes should be established to allow for community input.	20	1	0	2	2	15	4.5	
3	11.1	Any deliberations about consolidations should address the possible loss of enrollment due to families enrolling their children in neighboring districts.	20	0	0	4	4	12	4.4	
4	11.2	During any deliberations about consolidation, plans should be developed to ensure there is an expanded curriculum that would retain current students and possibly attract more.	20	0	0	5	5	10	4.3	
5	12.1	Both communities should be proactive to define and shape our own future rather than doing nothing and reacting to outside forces when it may be too late.	20	1	0	2	8	9	4.2	
6	9.1	Communication about the rationale and the positive and negative implications of consolidation should be a high priority during any deliberations about possible consolidation so community members can make a well-informed decision.	20	1	1	2	6	10	4.2	
7	2.2	The perceived benefits of improved operating efficiency should be carefully evaluated to determine the actual cost savings that might be achieved.	21	0	0	5	10	6	4.0	
8	4	Improved governance and organization efficiency could be included as an argument for consolidation. However, plans should first be developed to address the negative implications of possibly losing quality staff members and students spending more time in transport before including this outcome as part of the rationale for a decision to pursue consolidation.	20	0	2	4	7	7	4.0	
9	11.3	During any deliberations about consolidation, plans should be developed to ensure there are expanded opportunities to participate in co-curricular activities and their benefits should be promoted to students and the communities.	20	1	0	5	7	7	4.0	
10	8	The negative effects of the loss of current staff positions should be acknowledged and weigh heavily in a decision to consolidate. Before any decision to consolidate is pursued, plans should be developed to ensure that the district's needs are balanced against the human needs of those who might be affected.	20	0	1	8	4	7	3.9	
11	10	The negative effects of more travel should be openly acknowledged and weigh heavily in a decision to consolidate. This possible outcome should be carefully researched and plans should be developed for how to mitigate these negative effects before pursuing a decision to consolidate.	20	0	1	8	4	7	3.9	
12	7.2	A plan should be developed to reconcile the differences in the taxing structure between the two districts before pursuing a decision to consolidate.	20	1	2	3	10	4	3.7	

Strategic Exploration Report

Table 4

April 6, 2009

Summary of Glen Ullin Patrons Who Have Children in School

Rank	Original Reference	RECOMMENDATION	Total Participants = 22 Count	Frequency of Ratings					Average Numeric Rating
				Low Agreement		High Agreement			
				1	2	3	4	5	
13	1	Improvement in the overall quality of education should be part of the rationale for a decision to pursue consolidation.	22	1	3	5	6	7	3.7
14	2.1	Improved operating efficiency should be part of the rationale for a future decision to pursue consolidation.	21	1	3	7	9	1	3.3
15	6	The argument that both communities may become stronger and more viable should not be used in the rationale or as one of the selling points for a decision to pursue consolidation.	20	3	3	5	4	5	3.3
16	5	Combining monetary and physical resources in order to expand education opportunities and increase student achievement should be used as a selling point and part of the rationale to pursue consolidation.	20	1	4	6	9	0	3.2
17	3.2	Increased positive contacts between students and co-curricular advisors should be included as part of the rationale and one of the selling points for a decision to pursue consolidation.	20	3	3	7	5	2	3.0
18	3.1	Improved quality of co-curricular activities should be included as part of the rationale and one of the selling points for a decision to pursue consolidation.	20	3	2	9	5	1	3.0
19	7.1	The resulting benefits of a larger tax base should be used as part of the rationale for a decision to pursue consolidation.	20	1	5	10	4	0	2.9

Strategic Exploration Report

Table 5

April 6, 2009

Summary of Glen Ullin Patrons With No Children in School

Rank	Original Reference	RECOMMENDATION	Total Participants = 12		Frequency of Ratings					Average Numeric Rating
			Count		Low Agreement		High Agreement			
					1	2	3	4	5	
1	2.2	The perceived benefits of improved operating efficiency should be carefully evaluated to determine the actual cost savings that might be achieved.	11		0	0	1	2	8	4.6
2	9.1	Communication about the rationale and the positive and negative implications of consolidation should be a high priority during any deliberations about possible consolidation so community members can make a well-informed decision.	11		0	0	1	4	6	4.5
3	11.2	During any deliberations about consolidation, plans should be developed to ensure there is an expanded curriculum that would retain current students and possibly attract more.	11		0	1	1	2	7	4.4
4	12.2	During any deliberations about possible consolidation, every effort should be made to keep the communities thoroughly informed and processes should be established to allow for community input.	11		0	0	2	4	5	4.3
5	1	Improvement in the overall quality of education should be part of the rationale for a decision to pursue consolidation.	12		1	1	1	0	9	4.3
6	2.1	Improved operating efficiency should be part of the rationale for a future decision to pursue consolidation.	11		1	0	2	1	7	4.2
7	12.1	Both communities should be proactive to define and shape our own future rather than doing nothing and reacting to outside forces when it may be too late.	11		0	1	1	4	5	4.2
8	4	Improved governance and organization efficiency could be included as an argument for consolidation. However, plans should first be developed to address the negative implications of possibly losing quality staff members and students spending more time in transport before including this outcome as part of the rationale for a decision to pursue consolidation.	11		1	0	1	4	5	4.1
9	10	The negative effects of more travel should be openly acknowledged and weigh heavily in a decision to consolidate. This possible outcome should be carefully researched and plans should be developed for how to mitigate these negative effects before pursuing a decision to consolidate.	11		0	2	2	0	7	4.1
10	11.3	During any deliberations about consolidation, plans should be developed to ensure there are expanded opportunities to participate in co-curricular activities and their benefits should be promoted to students and the communities.	11		0	1	1	5	4	4.1
11	5	Combining monetary and physical resources in order to expand education opportunities and increase student achievement should be used as a selling point and part of the rationale to pursue consolidation.	11		1	0	2	4	4	3.9
12	9.2	In any deliberations about possible consolidation, every effort should be made to maintain a school in each community.	11		0	3	3	0	5	3.6
13	3.1	Improved quality of co-curricular activities should be included as part of the rationale and one of the selling points for a decision to pursue consolidation.	11		1	0	5	3	2	3.5

Strategic Exploration Report

Table 5

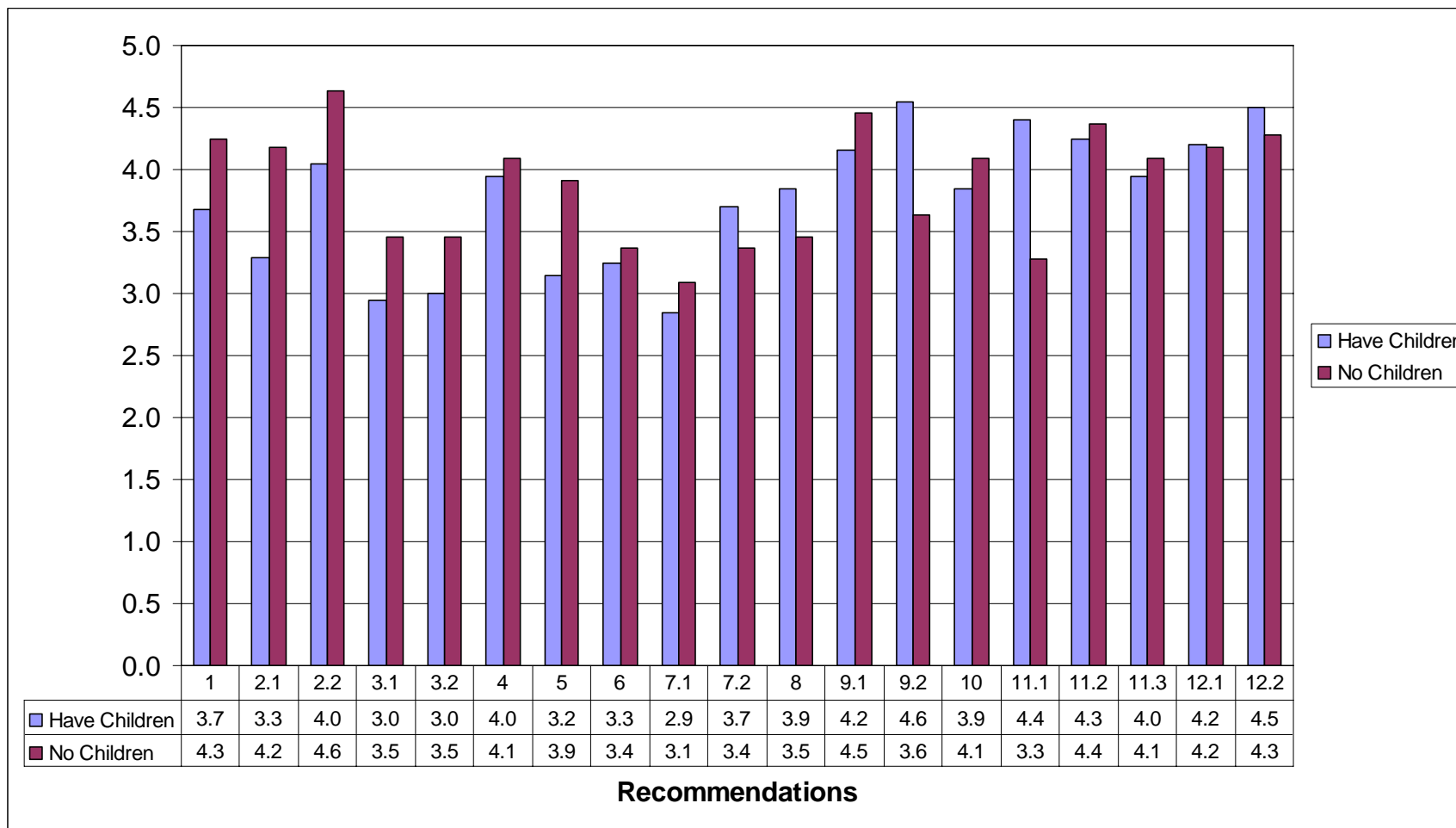
April 6, 2009

Summary of Glen Ullin Patrons With No Children in School

Rank	Original Reference	RECOMMENDATION	Total Participants = 12 Count	Frequency of Ratings					Average Numeric Rating
				Low Agreement			High Agreement		
				1	2	3	4	5	
14	3.2	Increased positive contacts between students and co-curricular advisors should be included as part of the rationale and one of the selling points for a decision to pursue consolidation.	11	1	0	5	3	2	3.5
15	8	The negative effects of the loss of current staff positions should be acknowledged and weigh heavily in a decision to consolidate. Before any decision to consolidate is pursued, plans should be developed to ensure that the district's needs are balanced against the human needs of those who might be affected.	11	1	2	2	3	3	3.5
16	6	The argument that both communities may become stronger and more viable should not be used in the rationale or as one of the selling points for a decision to pursue consolidation.	11	1	3	2	1	4	3.4
17	7.2	A plan should be developed to reconcile the differences in the taxing structure between the two districts before pursuing a decision to consolidate.	11	1	1	4	3	2	3.4
18	11.1	Any deliberations about consolidations should address the possible loss of enrollment due to families enrolling their children in neighboring districts.	11	2	1	3	2	3	3.3
19	7.1	The resulting benefits of a larger tax base should be used as part of the rationale for a decision to pursue consolidation.	11	1	3	3	2	2	3.1

Graph 2

**Ratings of Glen Ullin Patrons
Those Who Have Children in School Compared to Those With No Children**



Note: Recommendations are listed in numeric sequence for purposes of comparison.

Strategic Exploration Report

Table 6

April 6, 2009

Summary of Hebron Patrons Who Have Children in School

Rank	Original Reference	RECOMMENDATION	Total Participants = 32		Frequency of Ratings					Average Numeric Rating
			Count	Low Agreement				High Agreement		
				1	2	3	4	5		
1	12.2	During any deliberations about possible consolidation, every effort should be made to keep the communities thoroughly informed and processes should be established to allow for community input.	28	0	0	0	8	20	4.7	
2	9.1	Communication about the rationale and the positive and negative implications of consolidation should be a high priority during any deliberations about possible consolidation so community members can make a well-informed decision.	28	1	1	2	8	16	4.3	
3	9.2	In any deliberations about possible consolidation, every effort should be made to maintain a school in each community.	28	2	1	2	4	19	4.3	
4	8	The negative effects of the loss of current staff positions should be acknowledged and weigh heavily in a decision to consolidate. Before any decision to consolidate is pursued, plans should be developed to ensure that the district's needs are balanced against the human needs of those who might be affected.	28	1	2	3	5	17	4.3	
5	10	The negative effects of more travel should be openly acknowledged and weigh heavily in a decision to consolidate. This possible outcome should be carefully researched and plans should be developed for how to mitigate these negative effects before pursuing a decision to consolidate.	28	1	1	3	8	15	4.3	
6	11.2	During any deliberations about consolidation, plans should be developed to ensure there is an expanded curriculum that would retain current students and possibly attract more.	28	0	0	5	13	10	4.2	
7	4	Improved governance and organization efficiency could be included as an argument for consolidation. However, plans should first be developed to address the negative implications of possibly losing quality staff members and students spending more time in transport before including this outcome as part of the rationale for a decision to pursue consolidation.	28	1	0	4	12	11	4.1	
8	11.1	Any deliberations about consolidations should address the possible loss of enrollment due to families enrolling their children in neighboring districts.	28	1	2	5	7	13	4.0	
9	12.1	Both communities should be proactive to define and shape our own future rather than doing nothing and reacting to outside forces when it may be too late.	28	3	1	2	9	13	4.0	
10	2.2	The perceived benefits of improved operating efficiency should be carefully evaluated to determine the actual cost savings that might be achieved.	29	2	3	0	14	10	3.9	
11	7.2	A plan should be developed to reconcile the differences in the taxing structure between the two districts before pursuing a decision to consolidate.	28	1	3	6	10	8	3.8	
12	6	The argument that both communities may become stronger and more viable should not be used in the rationale or as one of the selling points for a decision to pursue consolidation.	28	1	5	3	11	8	3.7	

Strategic Exploration Report

Table 6

April 6, 2009

Summary of Hebron Patrons Who Have Children in School

Rank	Original Reference	RECOMMENDATION	Total Participants = 32 Count	Frequency of Ratings					Average Numeric Rating
				Low Agreement			High Agreement		
				1	2	3	4	5	
13	11.3	During any deliberations about consolidation, plans should be developed to ensure there are expanded opportunities to participate in co-curricular activities and their benefits should be promoted to students and the communities.	28	2	1	8	10	7	3.7
14	1	Improvement in the overall quality of education should be part of the rationale for a decision to pursue consolidation.	32	3	3	7	8	11	3.7
15	2.1	Improved operating efficiency should be part of the rationale for a future decision to pursue consolidation.	29	2	4	7	12	4	3.4
16	5	Combining monetary and physical resources in order to expand education opportunities and increase student achievement should be used as a selling point and part of the rationale to pursue consolidation.	28	4	1	9	9	5	3.4
17	3.1	Improved quality of co-curricular activities should be included as part of the rationale and one of the selling points for a decision to pursue consolidation.	28	6	7	4	6	5	2.9
18	7.1	The resulting benefits of a larger tax base should be used as part of the rationale for a decision to pursue consolidation.	28	3	7	11	5	2	2.9
19	3.2	Increased positive contacts between students and co-curricular advisors should be included as part of the rationale and one of the selling points for a decision to pursue consolidation.	28	7	5	7	5	4	2.8

Strategic Exploration Report

Table 7

April 6, 2009

Summary of Hebron Patrons With No Children in School

Rank	Original Reference	RECOMMENDATION	Total Participants = 19		Frequency of Ratings					Average Numeric Rating
			Count		Low Agreement			High Agreement		
					1	2	3	4	5	
1	12.2	During any deliberations about possible consolidation, every effort should be made to keep the communities thoroughly informed and processes should be established to allow for community input.	17		0	1	1	2	13	4.6
2	9.1	Communication about the rationale and the positive and negative implications of consolidation should be a high priority during any deliberations about possible consolidation so community members can make a well-informed decision.	18		0	2	2	3	11	4.3
3	9.2	In any deliberations about possible consolidation, every effort should be made to maintain a school in each community.	18		1	1	2	4	10	4.2
4	12.1	Both communities should be proactive to define and shape our own future rather than doing nothing and reacting to outside forces when it may be too late.	17		1	0	5	4	7	3.9
5	10	The negative effects of more travel should be openly acknowledged and weigh heavily in a decision to consolidate. This possible outcome should be carefully researched and plans should be developed for how to mitigate these negative effects before pursuing a decision to consolidate.	18		1	2	3	4	8	3.9
6	11.1	Any deliberations about consolidations should address the possible loss of enrollment due to families enrolling their children in neighboring districts.	17		1	1	4	4	7	3.9
7	6	The argument that both communities may become stronger and more viable should not be used in the rationale or as one of the selling points for a decision to pursue consolidation.	18		1	1	5	4	7	3.8
8	11.2	During any deliberations about consolidation, plans should be developed to ensure there is an expanded curriculum that would retain current students and possibly attract more.	17		1	0	6	4	6	3.8
9	2.2	The perceived benefits of improved operating efficiency should be carefully evaluated to determine the actual cost savings that might be achieved.	19		1	1	6	4	7	3.8
10	7.2	A plan should be developed to reconcile the differences in the taxing structure between the two districts before pursuing a decision to consolidate.	18		2	1	3	5	7	3.8
11	4	Improved governance and organization efficiency could be included as an argument for consolidation. However, plans should first be developed to address the negative implications of possibly losing quality staff members and students spending more time in transport before including this outcome as part of the rationale for a decision to pursue consolidation.	18		2	1	5	2	8	3.7
12	8	The negative effects of the loss of current staff positions should be acknowledged and weigh heavily in a decision to consolidate. Before any decision to consolidate is pursued, plans should be developed to ensure that the district's needs are balanced against the human needs of those who might be affected.	18		5	1	1	4	7	3.4

Strategic Exploration Report

Table 7

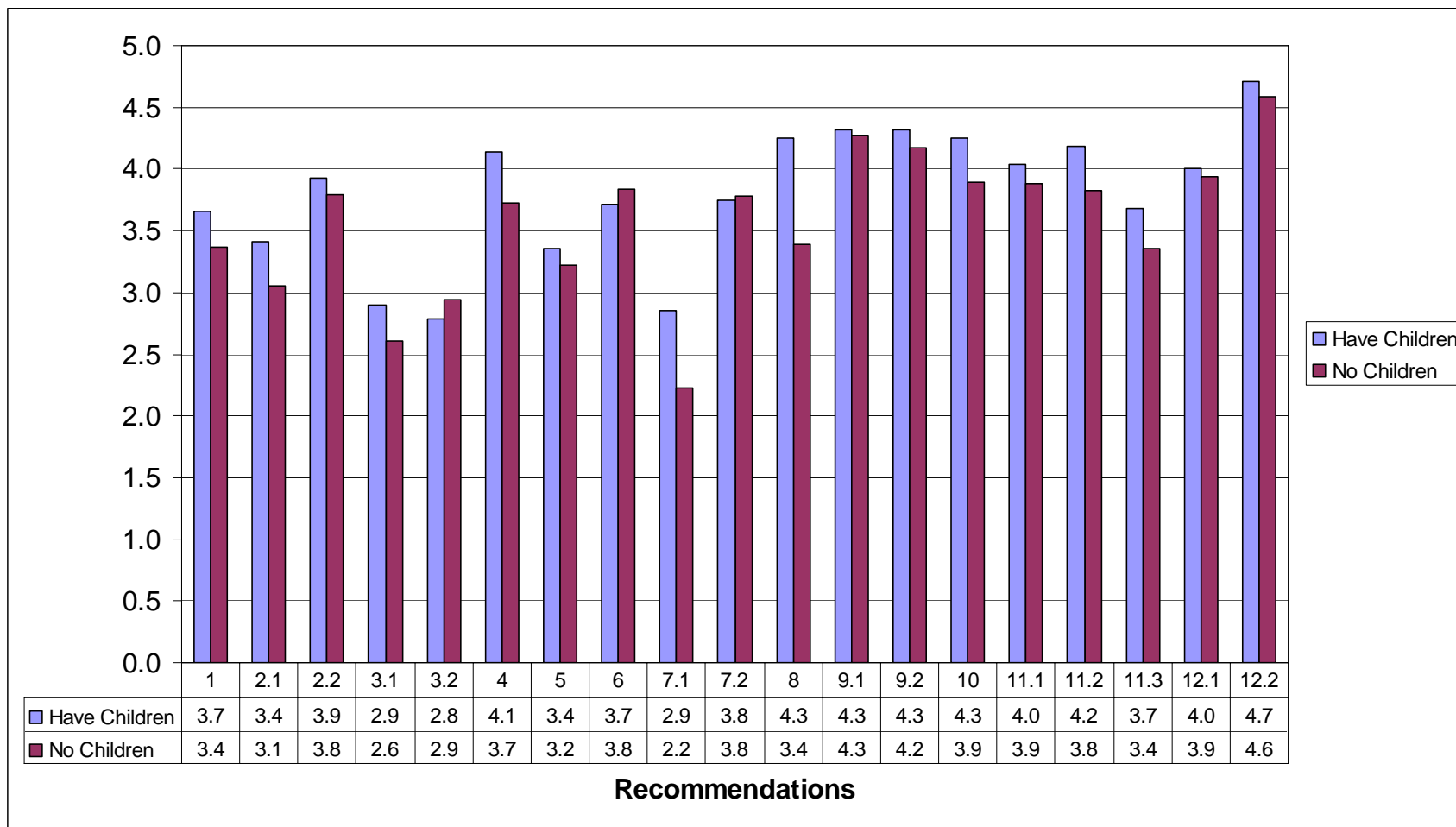
April 6, 2009

Summary of Hebron Patrons With No Children in School

Rank	Original Reference	RECOMMENDATION	Total Participants = 19		Frequency of Ratings					Average Numeric Rating
			Count		Low Agreement		High Agreement			
				1	2	3	4	5		
13	1	Improvement in the overall quality of education should be part of the rationale for a decision to pursue consolidation.	19	1	3	5	8	2	3.4	
14	11.3	During any deliberations about consolidation, plans should be developed to ensure there are expanded opportunities to participate in co-curricular activities and their benefits should be promoted to students and the communities.	17	2	1	6	5	3	3.4	
15	5	Combining monetary and physical resources in order to expand education opportunities and increase student achievement should be used as a selling point and part of the rationale to pursue consolidation.	18	2	4	3	6	3	3.2	
16	2.1	Improved operating efficiency should be part of the rationale for a future decision to pursue consolidation.	19	2	2	9	5	1	3.1	
17	3.2	Increased positive contacts between students and co-curricular advisors should be included as part of the rationale and one of the selling points for a decision to pursue consolidation.	18	3	3	6	4	2	2.9	
18	3.1	Improved quality of co-curricular activities should be included as part of the rationale and one of the selling points for a decision to pursue consolidation.	18	2	6	7	3	0	2.6	
19	7.1	The resulting benefits of a larger tax base should be used as part of the rationale for a decision to pursue consolidation.	18	5	5	7	1	0	2.2	

Graph 3

**Ratings of Hebron Patrons
Those Who Have Children in School Compared to Those With No Children**



Note: Recommendations are listed in numeric sequence for purposes of comparison.

Strategic Exploration Report

Table 8

April 6, 2009

Summary of All Patrons in Both Districts Who Have Children in School

Rank	Original Reference	RECOMMENDATION	Total Participants = 54		Frequency of Ratings					Average Numeric Rating
			Count		Low Agreement		High Agreement			
				1	2	3	4	5		
1	12.2	During any deliberations about possible consolidation, every effort should be made to keep the communities thoroughly informed and processes should be established to allow for community input.	48	1	0	2	10	35	4.6	
2	9.2	In any deliberations about possible consolidation, every effort should be made to maintain a school in each community.	48	2	1	4	9	32	4.4	
3	9.1	Communication about the rationale and the positive and negative implications of consolidation should be a high priority during any deliberations about possible consolidation so community members can make a well-informed decision.	48	2	2	4	14	26	4.3	
4	11.2	During any deliberations about consolidation, plans should be developed to ensure there is an expanded curriculum that would retain current students and possibly attract more.	48	0	0	10	18	20	4.2	
5	11.1	Any deliberations about consolidations should address the possible loss of enrollment due to families enrolling their children in neighboring districts.	48	1	2	9	11	25	4.2	
6	8	The negative effects of the loss of current staff positions should be acknowledged and weigh heavily in a decision to consolidate. Before any decision to consolidate is pursued, plans should be developed to ensure that the district's needs are balanced against the human needs of those who might be affected.	48	1	3	11	9	24	4.1	
7	10	The negative effects of more travel should be openly acknowledged and weigh heavily in a decision to consolidate. This possible outcome should be carefully researched and plans should be developed for how to mitigate these negative effects before pursuing a decision to consolidate.	48	1	2	11	12	22	4.1	
8	12.1	Both communities should be proactive to define and shape our own future rather than doing nothing and reacting to outside forces when it may be too late.	48	4	1	4	17	22	4.1	
9	4	Improved governance and organization efficiency could be included as an argument for consolidation. However, plans should first be developed to address the negative implications of possibly losing quality staff members and students spending more time in transport before including this outcome as part of the rationale for a decision to pursue consolidation.	48	1	2	8	19	18	4.1	
10	2.2	The perceived benefits of improved operating efficiency should be carefully evaluated to determine the actual cost savings that might be achieved.	50	2	3	5	24	16	4.0	
11	11.3	During any deliberations about consolidation, plans should be developed to ensure there are expanded opportunities to participate in co-curricular activities and their benefits should be promoted to students and the communities.	48	3	1	13	17	14	3.8	
12	7.2	A plan should be developed to reconcile the differences in the taxing structure between the two districts before pursuing a decision to consolidate.	48	2	5	9	20	12	3.7	

Strategic Exploration Report

Table 8

April 6, 2009

Summary of All Patrons in Both Districts Who Have Children in School

Rank	Original Reference	RECOMMENDATION	Total Participants = 54		Frequency of Ratings					Average Numeric Rating
			Count		Low Agreement		High Agreement			
				1	2	3	4	5		
13	1	Improvement in the overall quality of education should be part of the rationale for a decision to pursue consolidation.	54	4	6	12	14	18	3.7	
14	6	The argument that both communities may become stronger and more viable should not be used in the rationale or as one of the selling points for a decision to pursue consolidation.	48	4	8	8	15	13	3.5	
15	2.1	Improved operating efficiency should be part of the rationale for a future decision to pursue consolidation.	50	3	7	14	21	5	3.4	
16	5	Combining monetary and physical resources in order to expand education opportunities and increase student achievement should be used as a selling point and part of the rationale to pursue consolidation.	48	5	5	15	18	5	3.3	
17	3.1	Improved quality of co-curricular activities should be included as part of the rationale and one of the selling points for a decision to pursue consolidation.	48	9	9	13	11	6	2.9	
18	3.2	Increased positive contacts between students and co-curricular advisors should be included as part of the rationale and one of the selling points for a decision to pursue consolidation.	48	10	8	14	10	6	2.9	
19	7.1	The resulting benefits of a larger tax base should be used as part of the rationale for a decision to pursue consolidation.	48	4	12	21	9	2	2.9	

Strategic Exploration Report

Table 9

April 6, 2009

Summary of All Patrons in Both Districts With No Children in School

Rank	Original Reference	RECOMMENDATION	Total Participants = 31		Frequency of Ratings					Average Numeric Rating
			Count		Low Agreement		High Agreement			
				1	2	3	4	5		
1	12.2	During any deliberations about possible consolidation, every effort should be made to keep the communities thoroughly informed and processes should be established to allow for community input.	28	0	1	3	6	18	4.5	
2	9.1	Communication about the rationale and the positive and negative implications of consolidation should be a high priority during any deliberations about possible consolidation so community members can make a well-informed decision.	29	0	2	3	7	17	4.3	
3	2.2	The perceived benefits of improved operating efficiency should be carefully evaluated to determine the actual cost savings that might be achieved.	30	1	1	7	6	15	4.1	
4	11.2	During any deliberations about consolidation, plans should be developed to ensure there is an expanded curriculum that would retain current students and possibly attract more.	28	1	1	7	6	13	4.0	
5	12.1	Both communities should be proactive to define and shape our own future rather than doing nothing and reacting to outside forces when it may be too late.	28	1	1	6	8	12	4.0	
6	9.2	In any deliberations about possible consolidation, every effort should be made to maintain a school in each community.	29	1	4	5	4	15	4.0	
7	10	The negative effects of more travel should be openly acknowledged and weigh heavily in a decision to consolidate. This possible outcome should be carefully researched and plans should be developed for how to mitigate these negative effects before pursuing a decision to consolidate.	29	1	4	5	4	15	4.0	
8	4	Improved governance and organization efficiency could be included as an argument for consolidation. However, plans should first be developed to address the negative implications of possibly losing quality staff members and students spending more time in transport before including this outcome as part of the rationale for a decision to pursue consolidation.	29	3	1	6	6	13	3.9	
9	1	Improvement in the overall quality of education should be part of the rationale for a decision to pursue consolidation.	31	2	4	6	8	11	3.7	
10	6	The argument that both communities may become stronger and more viable should not be used in the rationale or as one of the selling points for a decision to pursue consolidation.	29	2	4	7	5	11	3.7	
11	11.1	Any deliberations about consolidations should address the possible loss of enrollment due to families enrolling their children in neighboring districts.	28	3	2	7	6	10	3.6	
12	11.3	During any deliberations about consolidation, plans should be developed to ensure there are expanded opportunities to participate in co-curricular activities and their benefits should be promoted to students and the communities.	28	2	2	7	10	7	3.6	
13	7.2	A plan should be developed to reconcile the differences in the taxing structure between the two districts before pursuing a decision to consolidate.	29	3	2	7	8	9	3.6	

Strategic Exploration Report

Table 9

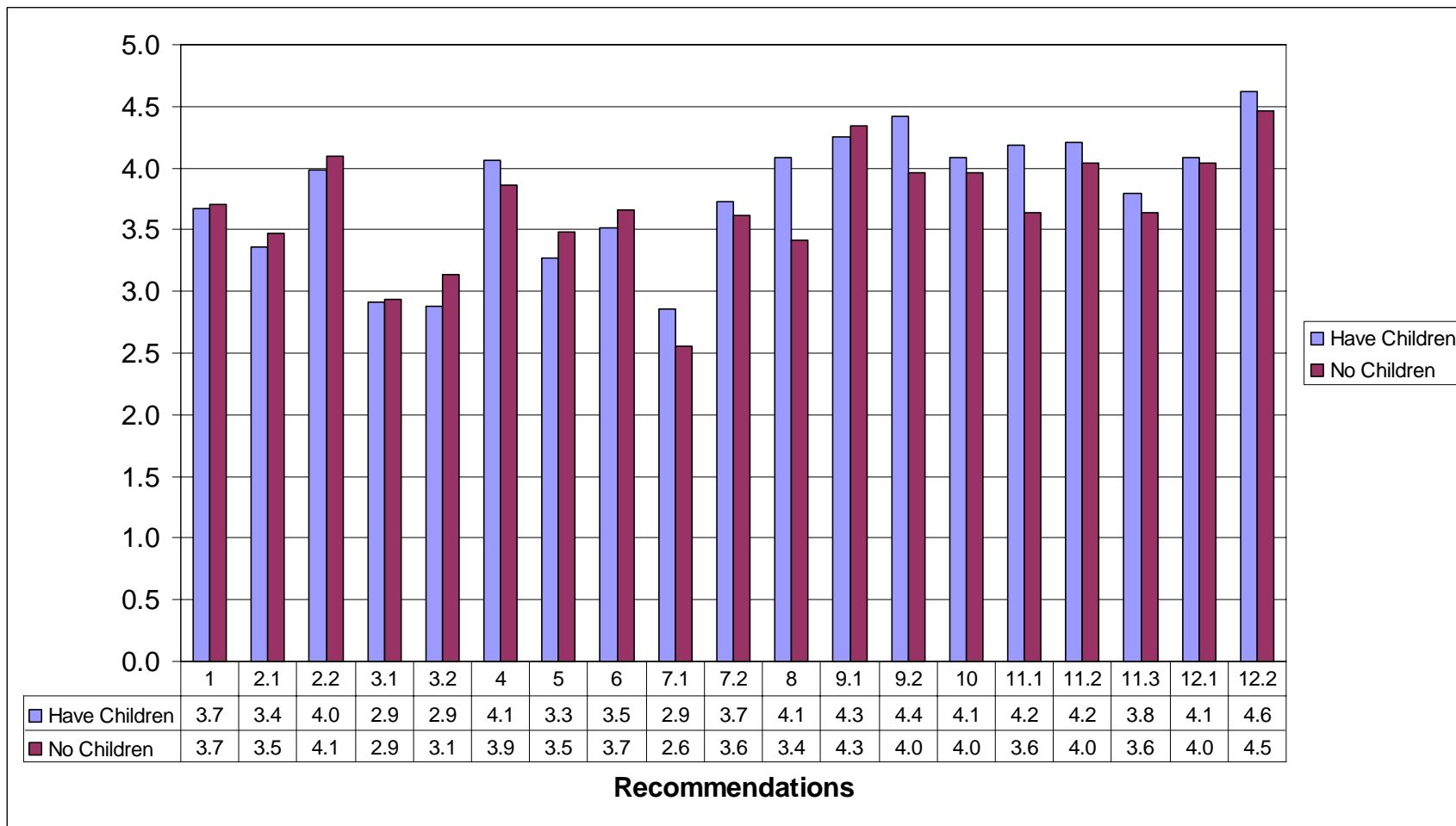
April 6, 2009

Summary of All Patrons in Both Districts With No Children in School

Rank	Original Reference	RECOMMENDATION	Total Participants = 31		Frequency of Ratings					Average Numeric Rating
			Count		Low Agreement			High Agreement		
					1	2	3	4	5	
14	5	Combining monetary and physical resources in order to expand education opportunities and increase student achievement should be used as a selling point and part of the rationale to pursue consolidation.	29		3	4	5	10	7	3.5
15	2.1	Improved operating efficiency should be part of the rationale for a future decision to pursue consolidation.	30		3	2	11	6	8	3.5
16	8	The negative effects of the loss of current staff positions should be acknowledged and weigh heavily in a decision to consolidate. Before any decision to consolidate is pursued, plans should be developed to ensure that the district's needs are balanced against the human needs of those who might be affected.	29		6	3	3	7	10	3.4
17	3.2	Increased positive contacts between students and co-curricular advisors should be included as part of the rationale and one of the selling points for a decision to pursue consolidation.	29		4	3	11	7	4	3.1
18	3.1	Improved quality of co-curricular activities should be included as part of the rationale and one of the selling points for a decision to pursue consolidation.	29		3	6	12	6	2	2.9
19	7.1	The resulting benefits of a larger tax base should be used as part of the rationale for a decision to pursue consolidation.	29		6	8	10	3	2	2.6

Graph 4

**Ratings of All Patrons from Both Districts
Those Who Have Children in School Compared to Those With No Children**



Note: Recommendations are listed in numeric sequence for purposes of comparison.