The University of the State of New York The State Education Department



OVERVIEW OF SCHOOL PERFORMANCE IN ENGLISH LANGUAGE ARTS, MATHEMATICS, AND SCIENCE

AND

ANALYSIS OF STUDENT SUBGROUP PERFORMANCE

for

Gardner-Dickinson School

in

Wynantskill Union Free School District

March 2003

THE UNIVERSITY OF THE STATE OF NEW YORK

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49-08-04-02-0002 Gardner-Dickinson School April 10, 2003

The *New York State School Report Card* is an important part of the Board of Regents effort to raise learning standards for all students. It provides information to the public on student performance and other measures of school and district performance. Knowledge gained from the school report card on a school's strengths and weaknesses can be used to improve instruction and services to students.

The New York State School Report Card consists of three parts: the Overview of School Performance in English Language Arts, Mathematics, and Science and Analysis of Student Subgroup Performance, the Comprehensive Information Report, and the School Accountability Report. The Overview and Analysis presents performance data on measures required by the federal No Child Left Behind Act: English, mathematics, science, and graduation rate. Performance data on other State assessments can be found in the Comprehensive Information Report. The School Accountability Report provides information as to whether a school is making adequate progress toward enabling all students to achieve proficiency in English and mathematics.

State assessments are designed to help ensure that all students reach high learning standards. They show whether students are getting the foundation knowledge they need to succeed at the elementary, middle, and commencement levels and beyond. The State requires that students who are not making appropriate progress toward the standards receive academic intervention services.

In the *Overview*, performance on the elementary- and middle-level assessments in English language arts and mathematics and on the middle-level science test is reported in terms of mean scores and the percentage of students scoring at each of the four levels. These levels indicate performance on the standards from seriously deficient to advanced proficiency. Performance on the elementary-level science test is reported in terms of mean scores and the percentage of students making appropriate progress. Regents examination scores are reported in four score ranges. Scores of 65 to 100 are passing; scores of 55 to 64 earn credit toward a local diploma (with the approval of the local board of education). Though each elementary-level assessments are taken by students when they complete the coursework for the core curriculum. Therefore, the performance of students at the secondary level is measured for a student cohort rather than a group of students at a particular grade level. Students are grouped in cohorts according to the year in which they first entered grade 9.

The assessment data in the *Overview and Analysis* are for all tested students in the school, including general-education students and students with disabilities. In the *Overview*, each school's performance is compared with that of schools similar in grade level, district resources, and student needs as indicated by income and limited English proficiency (LEP) status. Each district's performance is compared with that of all public schools statewide. In the *Analysis*, performance is disaggregated by race/ethnicity, disability status, gender, LEP status, income level, and migrant status.

Explanations of terms referred to or symbols used in this part of the school report card may be found in the glossary on the last page. Further information on the school report card may be found in the guide, *Understanding Your School Report Card 2003*, available at your school or on the Information and Reporting Services Web site at www.emsc.nysed.gov/irts.

Overview of School Performance in English Language Arts, Mathematics, and Science

School Profile

Principal: Mr.	Jack Lynskey	Phone: (518)283-4600		
Organizatio 2001–02	n	School Staff ¹ (both full- and part-time)		
Grade Range	Student Enrollment	Count of Teachers	Count of Other Professionals	
K-8	367	36	4	

2000–01 School District-wide Total Expenditure per Pupil

\$9,338

Student Demographics	1999-	1999–2000		2000–2001		2001–2002	
Used To Determine Similar Schools Group	Count	Percent	Count	Percent	Count	Percent	
Limited English Proficient	0	0.0%	0	0.0%	0	0.0%	
Eligible for Free Lunch	29	8.0%	30	8.4%	42	11.4%	

Similar This school is in Similar Schools Group 14. All schools in this group are elementary level schools in school Schools districts with average student needs in relation to district resource capacity. The schools in this group are in the middle range of student needs for elementary level schools in these districts. Group

2001–02 Percentage of Core Classes Taught by Highly Qualified Teachers*

Number of Core Classes	Percent Taught by Highly Qualified Teachers
67	99%

*For the 2001–02 school year only, teachers of core classes are considered to be highly qualified if they are certified to teach that subject.

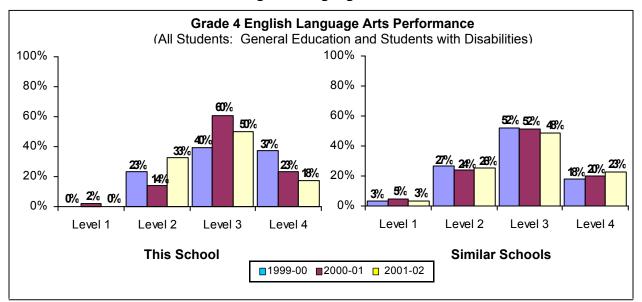
2001–02 Percentage of Teachers with No Valid Teaching Certificate*

Number of	Percent No
Teachers	Valid Teaching
36	Certificate
36	3%

*This count includes teachers with temporary licenses who do not have a valid permanent or provisional teaching certificate.

¹ District-employed staff who serve in more than one school are not included in these counts.

English Language Arts



	Counts of Students Tested					
Performance at This School	Level 1 455–602	Level 2 603–644	Level 3 645–691	Level 4 692–800	Total	Mean Score
Jan–Feb 2000	0	10	17	16	43	674
Jan–Feb 2001	1	6	26	10	43	674
Jan–Feb 2002	0	13	20	7	40	665

Elementa	Elementary-Level English Language Arts Levels — Listening, Reading, and Writing Standards					
Level 4	These students exceed the standards and are moving toward high performance on the Regents examination.					
Level 3	These students meet the standards and, with continued steady growth, should pass the Regents examination.					
Level 2	These students need extra help to meet the standards and pass the Regents examination.					
Level 1	These students have serious academic deficiencies.					

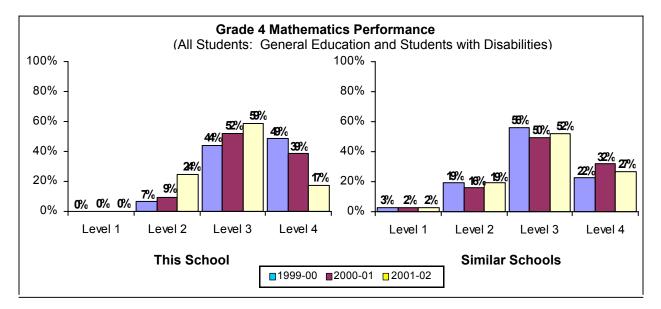
Performance of Limited English Proficient (LEP) Students

Grade 4	English Proficiency Below Effective Participation Level	Making Appropriate Progress
2002	0	0

Performance of Elementary-Level Students with Severe Disabilities on the New York State Alternate Assessment (NYSAA) in English

	Number Tested	AA–Level 1	AA-Level 2	AA-Level 3	AA-Level 4
2001–02	0	0	0	0	0

Mathematics



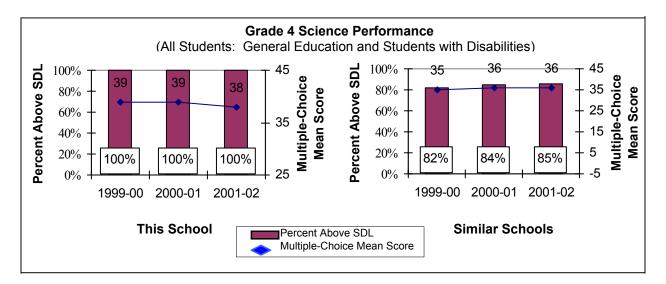
Counts of Students Tested						
Performance at This School	Level 1 448–601	Level 2 602–636	Level 3 637–677	Level 4 678–810	Total	Mean Score
May 2000	0	3	19	21	43	682
May 2001	0	4	23	17	44	675
May 2002	0	10	24	7	41	655

Elementary-Level Mathematics Levels — Knowledge, Reasoning, and Problem-Solving Standards					
Level 4	These students exceed the standards and are moving toward high performance on the Regents examination.				
Level 3	These students meet the standards and, with continued steady growth, should pass the Regents examination.				
Level 2	These students need extra help to meet the standards and pass the Regents examination.				
Level 1	These students have serious academic deficiencies.				

Performance of Elementary-Level Students with Severe Disabilities on the New York State Alternate Assessment (NYSAA) in Mathematics, Science, and Technology

	Number Tested	AA–Level 1	AA–Level 2	AA-Level 3	AA-Level 4
2001–02	0	0	0	0	0

Science Multiple-Choice



All Students

	Number Tested	Number Above SDL	Mean Score
May 2000	43	43	39
May 2001	44	44	39
May 2002	41	41	38

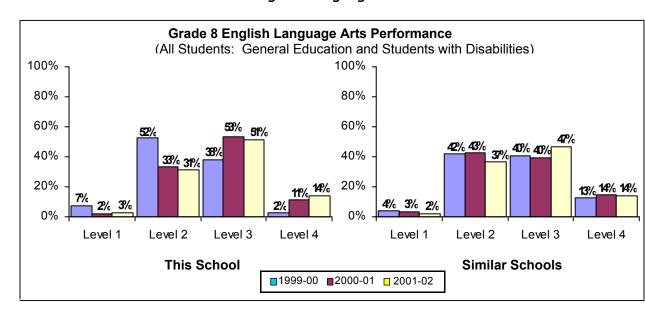
Grade 4 Scien	Grade 4 Science — Knowledge, Reasoning, and Problem-Solving Standards							
Multiple-Choice Test Component This component contains 45 multiple-choice questions based upon the New York State Elementa Science Syllabus and referenced to the New York State Learning Standards for Mathematics, Science and Technology (Elementary Level).								
State Designated Level (SDL)Students who correctly answer fewer than 30 of the 45 questions of the multiple-choice test must receive academic intervention services in the following term of instruction.School Mean ScoresFor the multiple-choice test component, the mean score is the average number of correct a students tested. If all tested students answered all questions correctly, this score would be 45.								

Elementary Level

Science Performance Test

The elementary-level science test is composed of two sections, the multiple-choice section (described above) and the performance test. The performance test is not used to determine the need for academic intervention services or for accountability purposes because not all students are administered the same three tasks.

All Students					
	Number Tested	Mean Score			
May 2000	43	45			
May 2001	44	35			
May 2002	41	35			



English Language Arts	Ena	lish	Language	Arts
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	Counts of Students Tested						
Performance at This School	Level 1 527–661	Level 2 662–700	Level 3 701–738	Level 4 739–830	Total	Mean Score	
May 2000	3	22	16	1	42	695	
May 2001	1	15	24	5	45	708	
	Level 1 527–659	Level 2 660–698	Level 3 699–737	Level 4 738–830	Total		
March 2002	1	11	18	5	35	706	

Middle-L	Middle-Level English Language Arts Levels — Listening, Reading, and Writing Standards					
Level 4	These students exceed the standards and are moving toward high performance on the Regents examination.					
Level 3	These students meet the standards and, with continued steady growth, should pass the Regents examination.					
Level 2	These students need extra help to meet the standards and pass the Regents examination.					
Level 1	These students have serious academic deficiencies.					

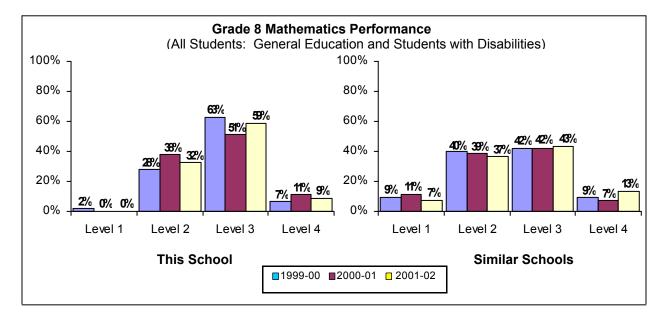
Performance of Limited English Proficient (LEP) Students

Grade 8	English Proficiency Below Effective Participation Level	Making Appropriate Progress
2002	0	0

Performance of Middle-Level Students with Severe Disabilities on the New York State Alternate Assessment (NYSAA) in English

	Number Tested	AA-Level 1	AA–Level 2	AA-Level 3	AA-Level 4	
2001–02	0	0	0	0	0	

Mathematics



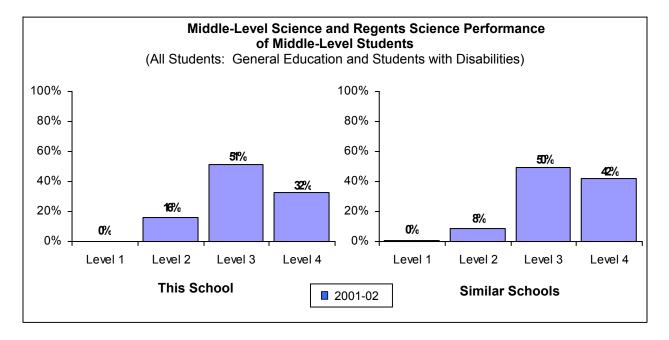
	Counts of Students Tested						
Performance at This School	Level 1 517–680	Level 2 681–715	Level 3 716–759	Level 4 760–882	Total	Mean Score	
May 2000	1	12	27	3	43	726	
May 2001	0	17	23	5	45	729	
May 2002	0	11	20	3	34	732	

Middle-L	Middle-Level Mathematics Levels — Knowledge, Reasoning, and Problem-Solving Standards					
Level 4	hese students exceed the standards and are moving toward high performance on the Regents examination.					
Level 3	These students meet the standards and, with continued steady growth, should pass the Regents examination.					
Level 2	These students need extra help to meet the standards and pass the Regents examination.					
Level 1	These students have serious academic deficiencies.					

Performance of Middle-Level Students with Severe Disabilities on the New York State Alternate Assessment (NYSAA) in Mathematics, Science, and Technology

	Number Tested	AA–Level 1 AA–Level 2		AA-Level 3 AA-Leve	
2001–02	0	0	0	0	0

Science



Porform	Performance at This School		Counts	Mean Score			
Fenom			Level 2	Level 3	Level 4	Total	wean Score
June 2002	Middle-Level Science	0	6	19	12	37	78
	Regents Science	0	0	0	0	0	0

Middle-Level Science Levels — Knowledge, Reasoning, and Problem-Solving Standards*							
Level 4	These students exceed the standards on the middle-level science test and are moving toward high performance on the Regents examinations <u>or</u> score 85–100 on a Regents science examination.						
Level 3	These students meet the standards on the middle-level science test and, with continued steady growth, should pass the Regents examinations <u>or</u> score 65–84 on a Regents science examination.						
Level 2	These students need extra help to meet the standards for middle-level science and to pass the Regents examinations <u>or</u> score 55–64 on a Regents science examination.						
Level 1	These students have serious academic deficiencies as evidenced in the middle-level science test <u>or</u> score 0–54 on a Regents science examination.						

*Students may demonstrate proficiency in middle-level science by scoring at level 3 or above on the middle-level science test or by scoring 65 or above on a Regents examination in science.

Analysis of Student Subgroup Performance

Historically, on State assessments the average performance of Black, Hispanic, and Native American students has been lower than that of White and Asian students. Similarly, students from low-income families have not performed as well as those from higher income families. A high priority of the Board of Regents is to eliminate these gaps in student performance. In addition, Title I of the federal Elementary and Secondary Education Act includes explicit requirements "to ensure that students served by Title I are given the same opportunity to achieve to high standards and are held to the same high expectations as all students in each State."

This section of the school report card provides performance data by racial/ethnic group, disability status, gender, English proficiency status, income level, and migrant status. The purpose of the student subgroup analyses is to determine if students who perform below the standards in any school tend to fall into particular groups, such as minority students, limited English proficient students, or economically disadvantaged students. If these analyses provide evidence that students in one of the groups achieve at a lower level than other students, the school and community should examine the reasons for this lower performance and make necessary changes in curriculum, instruction, and student support services to remedy these performance gaps.

English Language Arts

		~~~~	0–01	<b>J</b>		2001–02				
Student Subgroup	Tested	Percentages of Tested Students Scoring at Levels			Tested	Percentages of Tested Students Scoring at Levels				
		2–4	3–4	4		2–4	3–4	4		
Results by Race/Ethnicity										
American Indian/Alaskan Native	0	0%	0%	0%	0	0%	0%	0%		
Black	2	s	s	S	0	0%	0%	0%		
Hispanic	0	0%	0%	0%	0	0%	0%	0%		
Asian or Pacific Islander	0	0%	0%	0%	0	0%	0%	0%		
White	41	S	s	s	40	100%	68%	18%		
Total	43	98%	84%	23%	40	100%	68%	18%		
Small Group Totals (s)	43	98%	84%	23%	0	0%	0%	0%		
Results by Disability Status										
General-education students	40	S	s	S	32	100%	75%	22%		
Students with disabilities	3	S	S	S	8	100%	38%	0%		
Total	43	98%	84%	23%	40	100%	68%	18%		
Results by Gender										
Female	19	100%	100%	26%	19	100%	84%	21%		
Male	24	96%	71%	21%	21	100%	52%	14%		
Total	43	98%	84%	23%	40	100%	68%	18%		
<b>Results by English Proficiency</b>	Status				•		•			
English proficient	43	98%	84%	23%	40	100%	68%	18%		
Limited English proficient	0	0%	0%	0%	0	0%	0%	0%		
Total	43	98%	84%	23%	40	100%	68%	18%		
Results by Income Level										
Economically disadvantaged	0	0%	0%	0%	4	S	S	s		
Not disadvantaged	43	98%	84%	23%	36	s	S	s		
Total	43	98%	84%	23%	40	100%	68%	18%		
Results by Migrant Status										
Migrant family	0	0%	0%	0%	0	0%	0%	0%		
Not migrant family	43	98%	84%	23%	40	100%	68%	18%		
Total	43	98%	84%	23%	40	100%	68%	18%		

# Elementary Level Mathematics

			0-01		2001–02			
Student Subgroup	Tested	Percentages of Tested   Tested Students Scoring at Levels			Tested	Percentages of Tested Students Scoring at Levels		
		2–4	3–4	4		2–4	3–4	4
Results by Race/Ethnicity								
American Indian/Alaskan Native	0	0%	0%	0%	0	0%	0%	0%
Black	2	s	s	S	0	0%	0%	0%
Hispanic	0	0%	0%	0%	0	0%	0%	0%
Asian or Pacific Islander	0	0%	0%	0%	0	0%	0%	0%
White	42	S	S	S	41	100%	76%	17%
Total	44	100%	91%	39%	41	100%	76%	17%
Small Group Totals (s)	44	100%	91%	39%	0	0%	0%	0%
Results by Disability Status								
General-education students	41	S	S	S	34	100%	79%	21%
Students with disabilities	3	S	S	S	7	100%	57%	0%
Total	44	100%	91%	39%	41	100%	76%	17%
Results by Gender				•			•	
Female	20	100%	90%	30%	21	100%	76%	19%
Male	24	100%	92%	46%	20	100%	75%	15%
Total	44	100%	91%	39%	41	100%	76%	17%
<b>Results by English Proficiency</b>	Status							
English proficient	44	100%	91%	39%	41	100%	76%	17%
Limited English proficient	0	0%	0%	0%	0	0%	0%	0%
Total	44	100%	91%	39%	41	100%	76%	17%
Results by Income Level								
Economically disadvantaged	0	0%	0%	0%	4	S	S	S
Not disadvantaged	44	100%	91%	39%	37	s	S	S
Total	44	100%	91%	39%	41	100%	76%	17%
Results by Migrant Status								
Migrant family	0	0%	0%	0%	0	0%	0%	0%
Not migrant family	44	100%	91%	39%	41	100%	76%	17%
Total	44	100%	91%	39%	41	100%	76%	17%

## Science Multiple-Choice

	2000-	-01	2001–02			
Student Subgroup	Tested	Percentages of Tested Students Scoring above the SDL	Tested	Percentages of Tested Students Scoring above the SDL		
Results by Race/Ethnicity						
American Indian/Alaskan Native			0	0%		
Black			0	0%		
Hispanic			0	0%		
Asian or Pacific Islander			0	0%		
White			41	100%		
Total			41	100%		
Small Group Totals (s)			0	0%		
Results by Disability Status				·		
General-education students	41	S	34	100%		
Students with disabilities	3	S	7	100%		
Total	44	100%	41	100%		
Results by Gender						
Female			21	100%		
Male			20	100%		
Total			41	100%		
<b>Results by English Proficiency</b>	Status					
English proficient			41	100%		
Limited English proficient			0	0%		
Total			41	100%		
Results by Income Level						
Economically disadvantaged			4	S		
Not disadvantaged			37	S		
Total			41	100%		
<b>Results by Migrant Status</b>						
Migrant family			0	0%		
Not migrant family			41	100%		
Total			41	100%		

English Language Arts

			0-01	<i>.</i>		2001–02				
Student Subgroup	Tested	Percentages of Tested Students Scoring at Levels			Tested	Percentages of Tested Students Scoring at Levels				
		2–4	3–4	4		2–4	3–4	4		
Results by Race/Ethnicity										
American Indian/Alaskan Native	0	0%	0%	0%	0	0%	0%	0%		
Black	0	0%	0%	0%	0	0%	0%	0%		
Hispanic	0	0%	0%	0%	0	0%	0%	0%		
Asian or Pacific Islander	0	0%	0%	0%	0	0%	0%	0%		
White	45	98%	64%	11%	35	97%	66%	14%		
Total	45	98%	64%	11%	35	97%	66%	14%		
Small Group Totals (s)	0	0%	0%	0%	0	0%	0%	0%		
Results by Disability Status										
General-education students	38	100%	76%	13%	28	100%	79%	18%		
Students with disabilities	7	86%	0%	0%	7	86%	14%	0%		
Total	45	98%	64%	11%	35	97%	66%	14%		
Results by Gender				•				•		
Female	22	100%	73%	5%	18	100%	72%	11%		
Male	23	96%	57%	17%	17	94%	59%	18%		
Total	45	98%	64%	11%	35	97%	66%	14%		
<b>Results by English Proficiency</b>	Status		•	•				•		
English proficient	45	98%	64%	11%	35	97%	66%	14%		
Limited English proficient	0	0%	0%	0%	0	0%	0%	0%		
Total	45	98%	64%	11%	35	97%	66%	14%		
Results by Income Level				•				•		
Economically disadvantaged	1	S	S	S	4	S	S	S		
Not disadvantaged	44	S	S	S	31	S	s	S		
Total	45	98%	64%	11%	35	97%	66%	14%		
Results by Migrant Status										
Migrant family	0	0%	0%	0%	0	0%	0%	0%		
Not migrant family	45	98%	64%	11%	35	97%	66%	14%		
Total	45	98%	64%	11%	35	97%	66%	14%		

#### Mathematics

			0-01			2001–02				
Student Subgroup	Tested	Percentages of Tested Students Scoring at Levels			Tested	Percentages of Tested Students Scoring at Levels				
		2–4	3–4	4		2–4	3–4	4		
Results by Race/Ethnicity										
American Indian/Alaskan Native	0	0%	0%	0%	0	0%	0%	0%		
Black	0	0%	0%	0%	0	0%	0%	0%		
Hispanic	0	0%	0%	0%	0	0%	0%	0%		
Asian or Pacific Islander	0	0%	0%	0%	0	0%	0%	0%		
White	45	100%	62%	11%	34	100%	68%	9%		
Total	45	100%	62%	11%	34	100%	68%	9%		
Small Group Totals (s)	0	0%	0%	0%	0	0%	0%	0%		
Results by Disability Status										
General-education students	38	100%	66%	13%	28	100%	71%	11%		
Students with disabilities	7	100%	43%	0%	6	100%	50%	0%		
Total	45	100%	62%	11%	34	100%	68%	9%		
Results by Gender				•			•			
Female	22	100%	64%	14%	18	100%	61%	0%		
Male	23	100%	61%	9%	16	100%	75%	19%		
Total	45	100%	62%	11%	34	100%	68%	9%		
<b>Results by English Proficiency</b>	Status			•			•	•		
English proficient	45	100%	62%	11%	34	100%	68%	9%		
Limited English proficient	0	0%	0%	0%	0	0%	0%	0%		
Total	45	100%	62%	11%	34	100%	68%	9%		
Results by Income Level				•			•	•		
Economically disadvantaged	1	S	S	S	4	S	S	S		
Not disadvantaged	44	s	S	S	30	S	S	S		
Total	45	100%	62%	11%	34	100%	68%	9%		
Results by Migrant Status	•									
Migrant family	0	0%	0%	0%	0	0%	0%	0%		
Not migrant family	45	100%	62%	11%	34	100%	68%	9%		
Total	45	100%	62%	11%	34	100%	68%	9%		

#### Science

		200	1–02		
Student Subgroup	Tested	Percentages of Tested Students Scoring at Levels			
		2–4	3–4	4	
Results by Race/Ethnicity					
American Indian/Alaskan Native	0	0%	0%	0%	
Black	0	0%	0%	0%	
Hispanic	0	0%	0%	0%	
Asian or Pacific Islander	0	0%	0%	0%	
White	37	100%	84%	32%	
Total	37	100%	84%	32%	
Small Group Totals (s)	0	0%	0%	0%	
Results by Disability Status					
General-education students	30	100%	93%	40%	
Students with disabilities	7	100%	43%	0%	
Total	37	100%	84%	32%	
Results by Gender		•	•	•	
Female	20	100%	85%	30%	
Male	17	100%	82%	35%	
Total	37	100%	84%	32%	
Results by English Proficiency State	us				
English proficient	37	100%	84%	32%	
Limited English proficient	0	0%	0%	0%	
Total	37	100%	84%	32%	
Results by Income Level					
Economically disadvantaged	4	S	S	S	
Not disadvantaged	33	S	S	s	
Total	37	100%	84%	32%	
Results by Migrant Status					
Migrant family	0	0%	0%	0%	
Not migrant family	37	100%	84%	32%	
Total	37	100%	84%	32%	

## Glossary

**Cohort Data:** A student cohort is all students, regardless of grade status, who were enrolled in school on BEDS day two years after the year in which they entered grade 9, or, in the case of ungraded students with disabilities, the year in which they reached their seventeenth birthday. (For example, the 1998 cohort consists of all students who first entered grade 9 in the fall of 1998 who were enrolled on October 4, 2000). Certain severely disabled students, new immigrants, and students who transfer to programs leading to a high school diploma or high school equivalency diploma are not included in the school cohort. Cohort is defined in Section 100.2 (p) (8) (iii) of the Commissioner's Regulations. Data for the 1997 cohort are based on the Special Regents Examination Report for the 1997 Cohort. Data for the 1998 cohort are based on the 2002 STEP file submitted by each district.

**Component Retests:** Component retests were offered in Regents English and Mathematics A to graduating seniors who were at risk of not meeting the State learning Standards. Component retesting is the process by which a student who has failed a Regents examination in English or Mathematics A twice is retested only on the areas of the learning standards in which the student has been proven deficient. Component retesting eliminates the need for the student to retake the full Regents examination multiple times. Students who earn credit through component retesting are counted as if they scored in the 55–64 range or in the 65–84 range, as determined by the results of the component retest.

**Counts of Students Tested:** "Counts of Students Tested" includes only students who completed sufficient test questions to receive a score.

**Limited English Proficient (LEP) Students:** Schools teach English to students for whom English is a second language so they can participate effectively in the academic program. Students are considered LEP if, by reason of foreign birth or ancestry, they speak a language other than English and (1) either understand and speak little or no English or (2) score at or below the 40th percentile on an English language assessment instrument. LEP students without sufficient proficiency in English were not required to take the grade 4 or grade 8 English language arts test. Their reported progress in learning English was measured using standardized tests.

**New York State Alternate Assessment (NYSAA):** The district Committee on Special Education designates severely disabled students who meet criteria established in Commissioner's Regulations to take the New York State Alternate Assessment (NYSAA).

**Similar Schools:** Similar schools are schools that are grouped by common district and student demographic characteristics, including grade range of students served by the school, school district financial resources, and needs of the school student population. More information about similar school groups may be found on the Web at http://www.emsc.nysed.gov/repcrd2002/similar.html.

**Student Confidentiality/Suppressed Data (# and s):** To ensure student confidentiality, the Department does <u>not</u> publish data for groups with fewer than five students or data that would allow readers to easily determine the performance of a group with fewer than five students. In the *Overview*, the pound character (#) appears when fewer than five students in a group were tested. In the *Analysis*, when fewer than five students in a group were tested students scoring at various levels were suppressed for that group and the next smallest group. Suppressed data are indicated with an (s). However, the performance of tested students in these groups is aggregated and shown in the Small Group Total row.

**Validity and Reliability of Small Group Data:** It is important that programmatic decisions are based on valid and reliable data. Data for fewer than 40 students in a group are neither valid nor reliable. If a school does not have 40 students in a grade or a subgroup in a given year, the school should evaluate results for students in this group over a period of years to make programmatic decisions.