

Secondary A-Z & Programming Committee Community Update

June 10, 2025



**RED
CLAY**

CONSOLIDATED
SCHOOL DISTRICT

Agenda

- Committee Overview
- Background Information
- Red Clay Strategic Plan
- Current & Historical Data
- A Connection Between Enrollment & Programming
- Committee Findings
- State Enrollment Projections 2021-2050
- Redding Consortium- Discussion Summary
- Committee Brainstorming & Possibilities
- Guest Speaker Summary
- Relevance, Feasibility, & Impact
- Committee Straw Poll
- A Possible Innovation Campus
- Committee Decisions
- The Current Recommendation
- Survey & Focus Group
- Question & Answer

Committee Overview

- [The Committee Webpage](#) includes all details of the committee and its work including:
 - Meeting Schedule
 - Committee Members
 - Meeting Agendas
 - Meeting Minutes
 - [Rolling Slides](#)
 - Video Recordings
 - Data Considerations
 - Other Supporting Documents

Role	Name
Board member	Jose Matthews
Board member	Kecia Nesmith
Board member	Victor Leonard
District A	Val Gould
District B	Caitlin Merto
District C	Eric Sanford
District D	Madeleine Reitemeyer
District E	Jennifer Recchiuti
District F	Amin Farooqui
District G	Antonio Gomes

Role	Name
Teacher- RCCSD	Jodi Muffley
Teacher- RCEA	Emily Carroll
Teacher- RCEA	Thomas Brucker
District Admin	Mark Pruitt
District Admin	Tawanda Bond
District Admin	Shawn Snyder
School Admin	Reginald Worlds
School Admin	Jason Bastianelli
School Admin	Kendra Todd-Dixon

Goal from the School Board

At its November 2024 meeting, the Red Clay Consolidated School District School Board voted to create a committee to evaluate the enrollment, programming, and attendance zones of Red Clay secondary schools and make recommendations to the board at the July 2025 meeting. In doing so, the committee was to consider:

- Strong and balanced enrollment across schools.
- The impact of Attendance Zone changes and alignment of those boundaries to existing K-8 attendance zones when possible.
- Equitable access to quality education for all students.
- Advantages and challenges of each recommended option through data analysis, community feedback, and research.

Scope of Work from the School Board

- **Data Analysis:** Review current enrollment data, optimal capacity of schools, and geography of schools and students.
- **Legal and Policy Review:** Ensure recommendations comply with all applicable local, state, and federal regulations.
- **Stakeholder Engagement:** Collect feedback from stakeholders, including parents, students, teachers, and community members, to inform recommendations.
- **Recommendation Report:** Present a final report to the school board outlining the rationale for the order of the options, supporting data for these decisions, and a community feedback summary. This report shall include the advantages and challenges of each option.

Resources Available to the Committee

- Data Specialists
- Legal Counsel
- District Transportation
- District Facilities
- District Finance
- UD's Center for Applied Demography & Survey Research

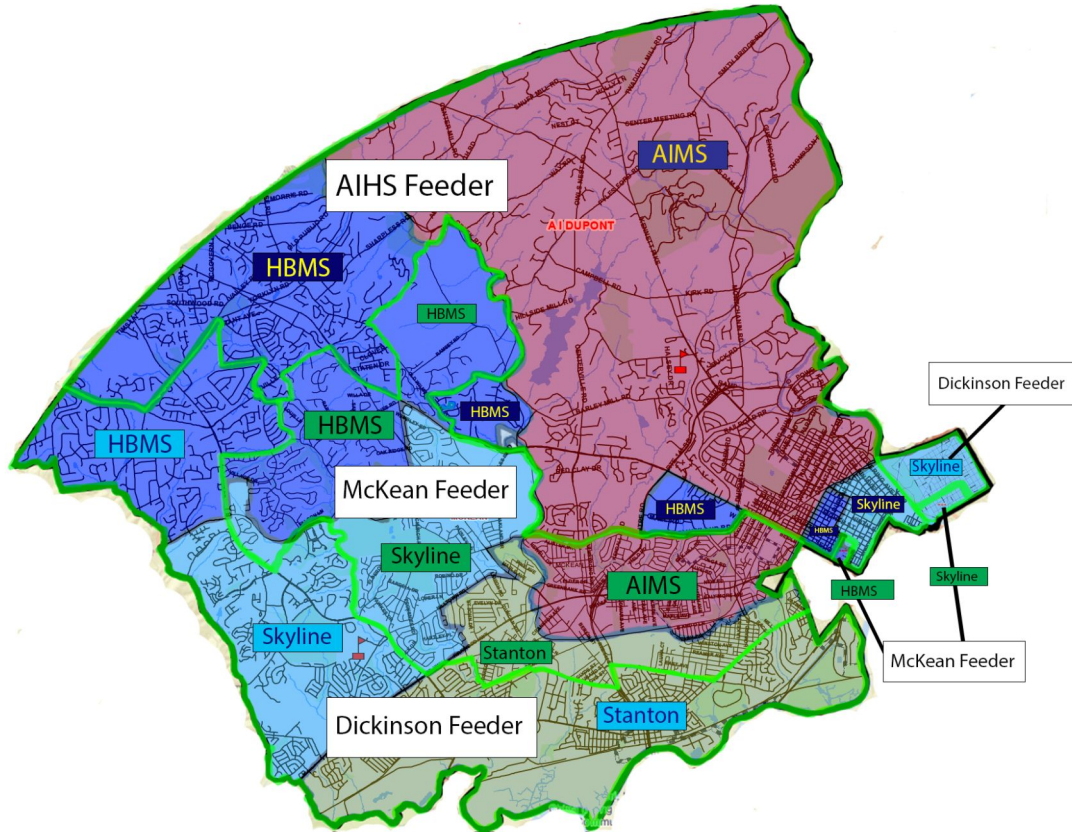
Committee Meetings & Topics

- January 21, 2025 Analysis of recent history and data in Red Clay
- February 19, 2025 Brainstorming and Consideration of Possibilities
- March 20, 2025 A Review of Additional Data and Guest Speakers
- April 15, 2025 Analysis of Ideas & Straw Poll of Committee
- May 1, 2025 Refining Ideas Using Straw Poll Data
- May 21, 2025 Development of an Initial Recommendation
- June 17, 2025 Community Feedback Analysis & Complete Recommendation

How We Got Here...

Data & History

Current Attendance Zones - MS/HS



Green Borders delineate High School feeder boundaries est. 2002

- Middle School Feeders
 - AIMS - Red
 - HBMS - Dark Blue
 - Skyline - Light Blue
 - Stanton - Green
- Middle Schools est. 2015

Current Feeder Patterns



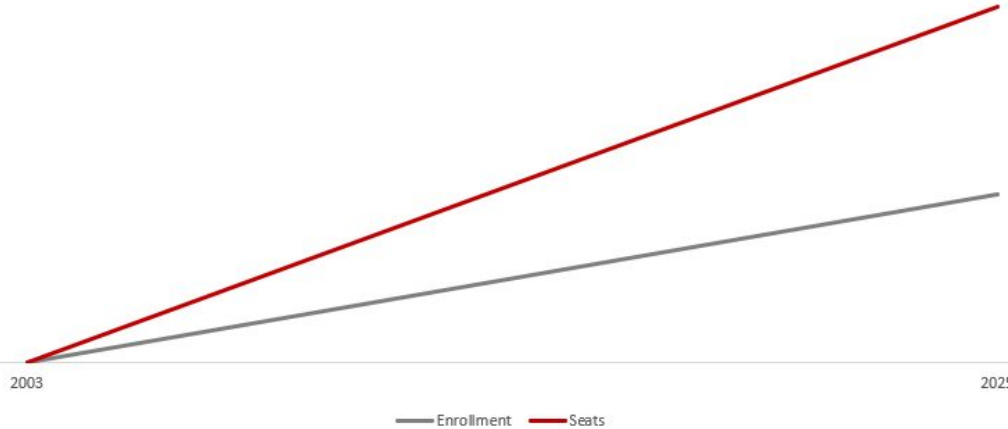
High School Enrollment History

4505 Students

- 3225 in Comprehensive Schools
 - 1104 AIHS
 - 1155 McKean
 - 966 JDS
- 1280 in Magnet/Charters
 - 347 Cab
 - 933 CSW

4800 Seats

92.89%
District HS Capacity



83.32%
District HS Capacity

5019 Students

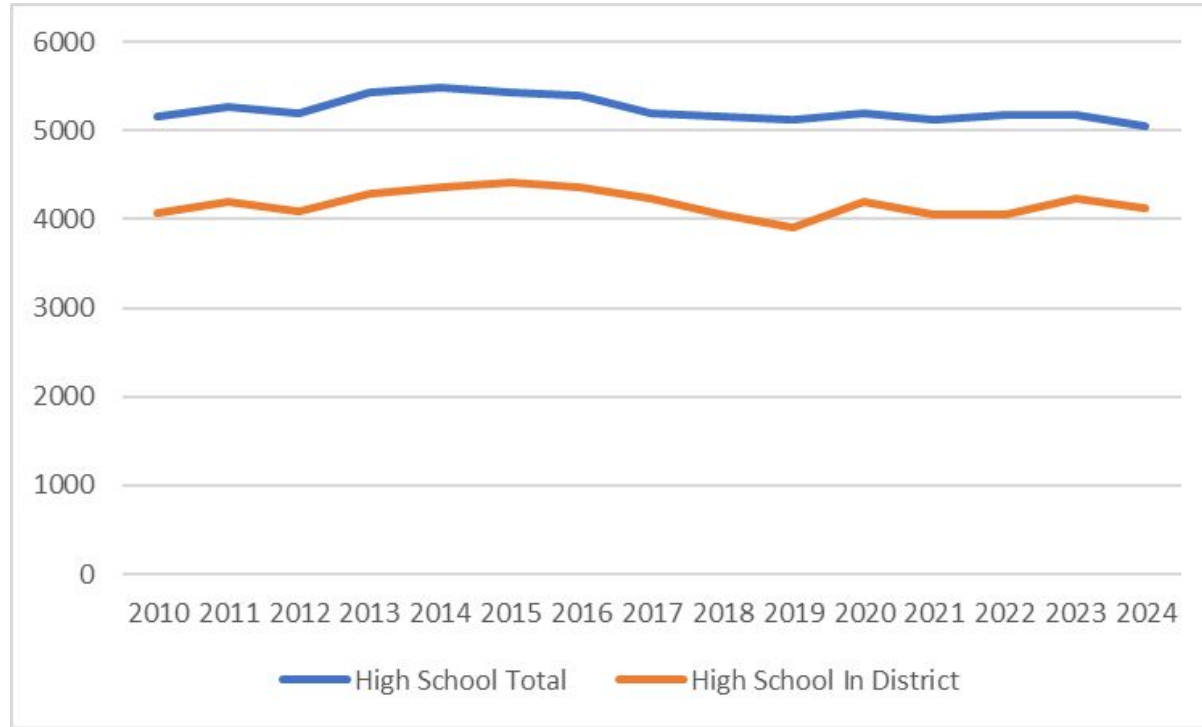
- 2341 in Comprehensive Schools
 - 558 AIHS
 - 460 ID/98 OD
 - 944 McKean
 - 857 ID/87 OD
 - 839 JDS
 - 769 ID/70 OD
- 1280 in Magnet/Charters
 - 489 Cab
 - 249 ID/240 OD
 - 933 CSW
 - 739 ID/224 ID
 - 564 DMA (Opened 2003)
 - 276 ID/288 OD
 - 662 Conrad (Opened 2007)
 - 594 ID/68 OD

6030 Seats

Key Takeaways

- HS Enrollment grew 12% from 2003 to 2025
- HS seats increased by 26% from 2003 to 2025
- There are 882 fewer students in comprehensive high schools in 2025 compared to 2003

High School Enrollment Over Time 2010-2024



Middle School Enrollment History

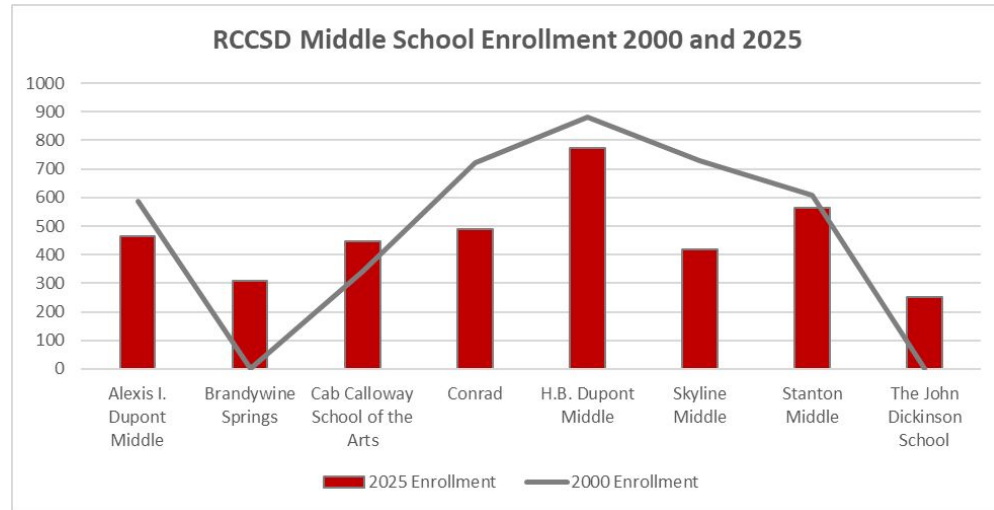
3.93%
Drop in MS Enrollment
2000-2025

2000: 3867 Students

- 3525 in Comprehensive Schools
 - 586 in AIMS
 - 721 in Conrad (Closed as A-Z school in 2007)
 - 883 in HBMS
 - 728 in Skyline
 - 607 in Stanton
- 342 in Magnet Schools
 - 342 in Cab

2025: 3715 Students

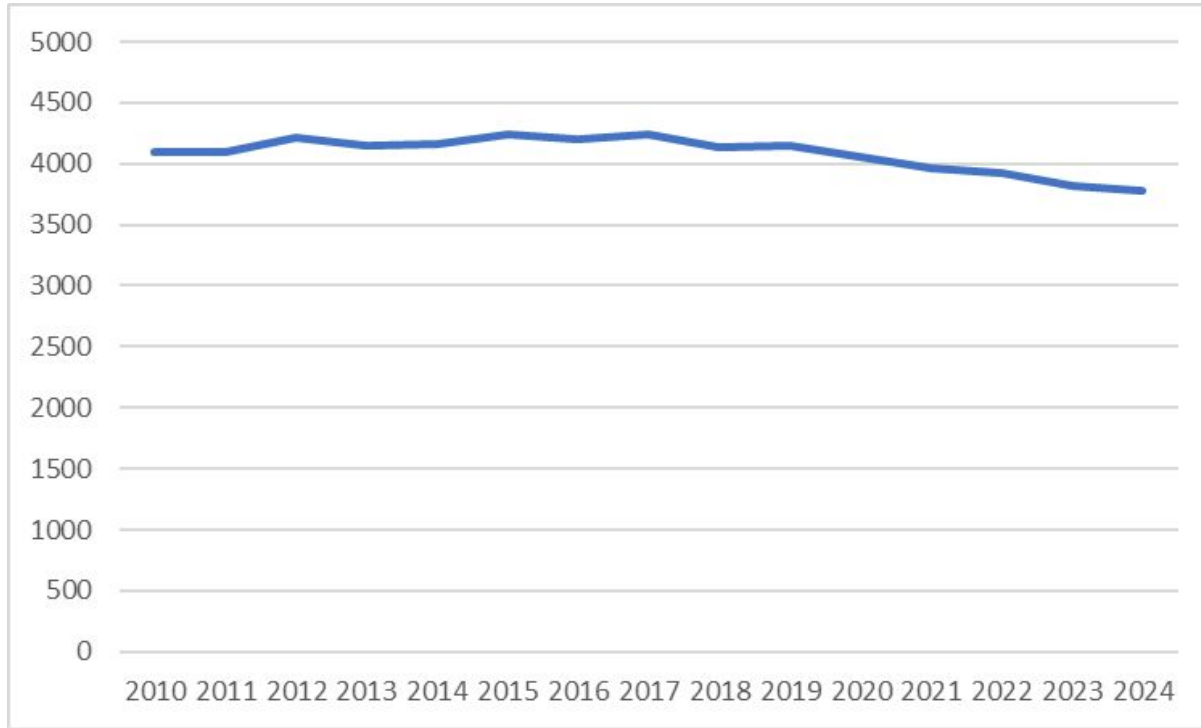
- 2220 in Comprehensive Schools
 - 466 in AIMS
 - 772 in HBMS
 - 417 in Skyline
 - 565 in Stanton
- 1495 in Magnet Schools/Programs
 - 447 in Cab
 - 309 in BSS (opened 2005)
 - 489 in Conrad (opened 2007)
 - 250 in JDS (opened 2015)



Key Takeaways

- MS Enrollment declined 3.93% from 2000 to 2025
- Enrollment in comprehensive middle schools declined by 37.02%
 - Enrollment has declined in all 4 comprehensive Middle Schools
- Enrollment in magnet middle schools increased by 437%

Middle School Enrollment Over Time 2010-2024



Impact on A-Z High Schools

- Enrollment Drives Programming
 - Advanced Coursework Opportunities
 - Elective & CTE programming Opportunities
 - Extracurricular Opportunities
 - Athletic Opportunities

Examples of Impact

College Access Course Offerings 2024-2025

	Cab Calloway	Conrad	AI High	McKean	Dickinson
Dual-Enrollment	4	8	3	3	0
Advanced Placement	25	22	9	9	4
International Baccalaureate	0	0	0	0	11
Totals	29	30	12	12	15

Interscholastic Athletic Offerings 2023-2024 (does not include Unified Sports)

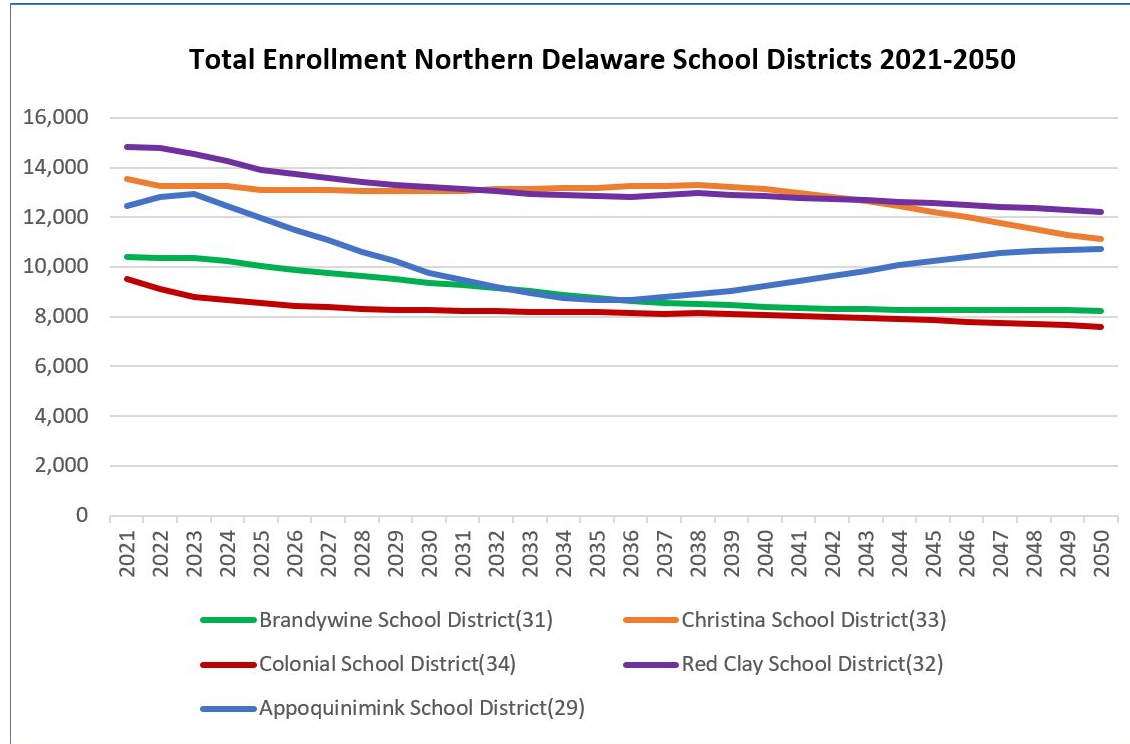
	AI High	McKean	Dickinson	Conrad	CSW	DMA
Varsity	23	22	20	24	24	23
Junior Varsity	5	3	3	9	11	12
Total	28	25	23	33	35	35

Initial Findings of Committee

- High School Feeders Last Updated 2002 resulting in no straight line feeders.
- Skyline's precipitous enrollment decline- 2015-2025
- AIH's precipitous enrollment decline- 2010-2025
- AIH- less students in A-Z when compared to TJDS & McKean
- Warner has no distinct feeder pattern- 2 MSs and 3 HSs
- HS enrollment has remained constant but we have gone from 5 to 7 High Schools in last 20 years
- Middle school enrollment has declined slightly but we have gone from 6 to 8 Middle Schools in last 20 years
- Prioritizing Red Clay residents in the magnet/charter choice process has contributed to a decrease in A-Z high school enrollment.
- Fragmented middle school and high school A-Zs in the city of Wilmington

State Enrollment Projections

Source- UD Center for Applied Demography & Survey Research



Redding Consortium Redistricting Plan – *Current Status*

Mandate & Vision

- Created under SB 148, HB 222/229 to promote educational equity (Pre-K–12) in Wilmington and northern New Castle County.
- Goal: streamline from four to two (or fewer) traditional districts.

Interim Plan (May 9, 2024)

- Christina School District removed from Wilmington.
- Final plan expected by March 2026 with fiscal, operational, and engagement subcommittees.

Community Engagement

- Town Halls: May 19 & 22, 2025.
- Exploring: teacher pay, wraparound services, early learning, magnet programs.

Draft Data & Models (Mar 2025)

- 7,243 Wilmington students across 4 districts + charters/Vo-Tech.
- Considering: single city district, NCC consolidation, pairing 2 districts.

Upcoming Timeline

Milestone | Target Date

- Analysis & Engagement - Summer–Fall 2025
- Controller Review - January 2026
- Submit Final Plan - March 2026
- Legislative Approval - June 2026

- *Summary:* Data-driven, community-led plan to finalize district structure by 2026.

Committee's Brainstorming

Our Goals:

- Strong and balanced enrollment across schools
- Align boundaries to K-8 attendance zones when possible.
- Consider Geography and Neighborhood Schools when possible.
- Equitable access to quality education for all students.

Our Rules:

- Don't criticize any ideas.
- Be encouraging.
- Build on each other's ideas.
- Don't be afraid to share unrealistic or unconventional ideas.

The Committee's Ideas

- Repurpose 1 high school as a technical high school/innovation center. This would result in two attendance zone high schools.
- Make this innovation center available to middle school students.
- Move John Dickinson Middle School (MYP) program to Skyline to allow for increased high school enrollment in the two Attendance-Zone Schools.
- Create virtual programming opportunities for secondary students.
- Move CSW to an existing HS and reduce down to two attendance zone high schools.
- Expand Dickinson as 6-12 IB magnet program and reduce down to two attendance zone high schools- McKean and AI High.

The Committee's Ideas

- Reduce down from 8 to 7 middle school programs.
- Move AI Middle to AI High to create one 6-12 A-Z program.
- Cap Conrad and Cab at smaller enrollments.
- Create a K-8 attendance zone school at Warner Elementary.
- Create a K-12 attendance zone school at Warner Elementary.
- Allow choice bussing for all students to all schools.

Guest Speakers

Ted Ammann EdD- Chief Operating Officer

Corey Heacock EdD- Manager of Teaching, Learning,
& Assessment

Operational Impact Of Ideas- COO

Approach:

- Each idea will have a low/med/high impact in each of these areas.
- An idea could have a positive high impact or a negative high impact
- High negative impact doesn't mean its a bad idea, or that we shouldn't consider the idea - just that we will need to be more thorough in our analysis and be prepared to mitigate any negative high impact.

Idea	HR Impact	Transportation	Tech/Nutrition	Facilities	Cost
Innovation Center	High	High	Low	Med	Med
MYP-Skyline	Low	Low	Low	Low	Low
Online School	Low	Low	Low	Low	Med
CSW to RC High School	Med	Low	Low	Low	Med

Operations Impact Of Various Ideas

Idea	HR Impact	Transportation	Tech/Nutrition	Facilities	Cost
Expand Dickinson Magnet 6-12	Med	Med	Low	Low	Med
Move AIMS to AIHS for 6-12	Med	Low	Low	High	Med
Consolidated 6-8 Programs	Med	Med	Low	High	Med

Operations Impact Of Various Ideas

Idea	HR Impact	Transportation	Tech/Nutrition	Facilities	Cost
Warner/Shortlidge K-8	Med	Low	Low	Med	Med
Warner K-12	High	Med	Low	High	Med
Capping Cab/Conrad	Med	Low	Low	Low	Med
Choice Busing	Low	High	Low	Low	Very High

Research- Heacock

- At the individual student level:
 - Proficiency levels improve as school size increases to a maximum of 1500 students.
 - Absences were lower in schools with up to 1400 students. Larger schools had higher rates of absenteeism and dropouts
 - Increased school size (over 1500 students) correlated with lower reported feelings of engagement, connectedness and participation by students
- Economic outcomes (cost per student) are improved with larger schools
- Research on grade level configuration is inconclusive
- Grade level configuration is typically based on student enrollment, building space, cost and community influence.

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An Analysis of Ideas

Each idea considered against:

- **Relevance to the problem:** Does this idea address the core issues of enrollment & programming?
- **Feasibility:** What is the practicality of implementing the idea considering resources and possible constraints?
- **Impact:** Is this a high leverage initiative?

Committee Decisions

The committee agreed to move forward with the following as part of its recommendation:

- **Alignment of Attendance-Zones:** Create straight line feeder patterns that align high school attendance zones with existing middle school attendance-zones.
- **Balanced Enrollment:** Distribute students equitably across attendance-zone high schools.
- **Program Equity:** Ensure that all students, regardless of high school, have access to high-quality academic and extracurricular programs.

Committee Decisions

The committee unanimously agreed to remove the following ideas from further consideration without further discussion:

- Create a K-12 attendance zone school at Warner Elementary.
 - The indoor and outdoor facility is not equipped for a high school.
- Make this innovation center available to middle school students.
 - While middle school students could take a field trip to an innovation center, it is not developmentally appropriate to transport middle school students to another site for programming on a regular basis.

Committee Member	A. Innovation Center	B. Relocate CSW	C. JDS as 6-12 Magnet	D. K-8 at Warner	E. 8 to 7 MS Programs	F. JDMYP to Skyline	G. AHM to AIH 6-12 Campus	H. Choice Bussing for all	I. Virtual 6-12 Program	J. Reduce Enroll at Cab & CSS
Jason Bastianelli		1		1	1	1				
Tawanda Bond	1			1	1	1				
Thomas Brucker	1				1		1		1	
Emily Carroll	1		1			1			1	
Amin Farooqui	1		1		1	1				
Antonio Gomes	1	1	1		1					
Val Gould	1		1	1				1		
Victor Leonard	1				1	1		1		
Jose Matthews										
Caitlin Merto	1		1	1				1		
Jodi Muffley	1	1					1		1	
Kecia Nesmith					1	1		1	1	
Mark Pruitt	1			1	1	1				
Jennifer Recchiuti	1	1	1						1	
Madeleine Reitemeyer				1	1			1	1	
Eric Sanford	1		1		1				1	
Shawn Snyder	1			1	1	1				
Kendra Todd-Dixon	1				1	1			1	
Reginald Worlds	1		1		1				1	
Totals- 18 Possible	15	4	8	7	13	9	2	5	9	0

CTE Audit 2022- Facilities- RED-1

YELLOW-2

GREEN-3

Career Cluster	AIHS	JDS	McKean
Agriculture, Food & Natural Resources			Plant Science/ Animal Science
Arts, A/V Technology & Communications	Digital Communication Technology*	Digital Media	Audio, Radio & TV Engineering
Business Management & Administration		Business - JA Entrepreneurship*	
Marketing	Marketing*		Marketing*
Finance	NAF Academy of Finance*		
Education & Training	K12 Teacher Academy*		ECE*/K-12 Teacher Academy
Health Science	Allied Health*		Patient Care
Hospitality & Tourism			Culinary Management*
Government & Public Administration			
Human Services			
Law, Public Safety, Corrections & Security			
Information Technology			
Manufacturing		Graphic Design	Manufacturing Engineering Technology*
Architecture & Construction	Architectural Engineering Technology*	Architecture CAD	
Science, Technology, Engineering & Mathematics		Engineering & Robotics	
Transportation, Distribution & Logistics		Auto Tech(*)	Auto Tech(*)

Models from Around the Country

- Cherry Creek Innovation Campus, Centennial, CO
 - [Website](#)
 - [CCIC Concept](#)
 - [FAQ](#)
- Cecil County School of Technology (MD)
 - [Website](#)
 - [Brochure](#)

Innovation Center- Possible CTE Offerings

Current Location

AI High

McKean

TJDS

Career Cluster	McKean
Agriculture, Food & Natural Resources	Plant Science Animal Science
Arts, A/V Technology & Communications	Audio, Radio & TV Engineering
Business Management & Administration	Business - JA Entrepreneurship
Marketing	Marketing
Finance	NAF Academy of Finance
Education & Training	Early Childhood Education K12 Teacher Academy
Health Science	Patient Care *Add Another Pathway
Hospitality & Tourism	Culinary Management
Government & Public Administration	
Human Services	
Law, Public Safety, Corrections & Security	
Information Technology	*Add Another Pathway
Manufacturing	Manufacturing Engineering Technology
Architecture & Construction	Architectural Engineering Technology
Science, Technology, Engineering & Mathematics	Engineering & Robotics
Transportation, Distribution & Logistics	Auto Tech

Sample Innovation Center Pathway Design

- 9th Grade
 - CTE Exploration Course at Home School (Field Trips to Innovation Center)
- 10th Grade
 - Level 1 CTE Pathway at Innovation Center (1.5 Credits)
- 11th Grade
 - Level 2 CTE Pathway at Innovation Center (1.5 Credits)
- 12th Grade
 - Dual-enrollment college coursework (Innovation Center)
 - Industry-standard credentialing coursework (Innovation Center)

Innovation Center- Sample Bell Schedules- A/B Block

Innovation Center Schedule

7:25-10:30

Innovation Students - AM

7:25 - Start of Instructional Day

7:35 - Shuttle departs for Innovation Center

7:55-10:05 - Innovation Center Block 1 (1.5 cr)

10:15 - Shuttle departs for Home Campus

10:35-2:10

Innovation Students - PM

10:35-11:05 - Lunch at Home School

11:15 - Shuttle departs for Innovation Center

11:35-1:45 - Innovation Center Block (1.5 cr)

1:55 - Shuttle departs for Home Campus

2:10 - End of Instructional Day

Home Campus Schedule

7:25-8:55

Block 1

Instructional Class Period

9:00-10:25

Block 2

Instructional Class Period

10:30-12:40

Block 3 and Lunch

Instructional Class Period & 30 Minute Lunch

12:45-2:10

Block 4

Instructional Class Period

Shuttle Times:

TJDS to McKean- 9 minutes

AI High to McKean- 13 minutes

Committee Decisions

- Virtual 6-12 Programming- 9 tallies
 - Unanimous consent to move forward with a recommendation that the district further consider the possibility for high school students. This idea had no bearing on the other ideas.
- Reduce Enrollment at CSS & Cab- No tallies
 - Unanimous consent to remove from further consideration.
- AIMS to AIHS (6-12 Campus)- 2 tallies
 - This idea would limit future enrollment at AI High and had unanimous consent to remove the from further consideration.

Committee Decisions

- Relocate CSW- 4 tallies
 - Mr. Pruitt made a motion to remove the idea due to not enough support by the committee. Discussion ensued. Motion seconded by Ms. Merto. Motion passed 11 yes 2 abstain and the idea was removed from further consideration.
- Choice Bussing for All Students- 5 tallies
 - Mr. Pruitt made a motion to remove the idea due to not enough support by the committee. Discussion ensued. While all members agreed with the idea conceptually, the idea was not practical and the district did not have the funding for such an initiative. Motion passed 11 yes 2 no and the idea was removed from further consideration.

Committee Decisions

- Reducing down by one A-Z high school and creating the Thomas McKean Innovation Campus- 15 tallies
- TJDS as 6-12 Magnet School- 8 tallies
 - Ms. Todd-Dixon made a motion to move forward with the idea in the recommendation and remove TJDS IB Magnet from further consideration. The motion was seconded by Dr. Muffly. Motion passed with 11 yes, 2 abstentions.
 - Innovation center decision, this idea was removed from further consideration.
- Consolidation of middle school programs from 8 to 7- 13 tallies
- Moving the John Dickinson Middle School (MYP) program to Skyline- 9 tallies
 - Mr. Pruitt made a motion to move forward with both ideas in the recommendation. This will allow for increased high school enrollment at The John Dickinson School. This motion was seconded by Mr. Leonard. The 12 members in attendance voted unanimously.

Committee Decisions

- K-8 at Warner- 7 tallies
 - This idea contradicted the goals of the committee.
 - However, because of concern around the City of Wilmington middle school attendance-zones, by unanimous consent, the committee agreed to include “a future reevaluation middle school attendance-zones, particularly as they relate to the Warner Elementary school community” in the final recommendation.

Red Clay Attendance-Zone & Programming Committee Current Recommendation to the School Board

Core Principles

- **Alignment of Attendance-Zones:** Create straight line feeder patterns that align high school attendance zones with existing middle school attendance-zones.
- **Balanced Enrollment:** Distribute students equitably across attendance-zone high schools.
- **Program Equity:** Ensure that all students, regardless of high school, have access to high-quality academic and extracurricular programs.

Red Clay Attendance-Zone & Programming Committee

Current Recommendation to the School Board

Program Change #1: Establish the “Thomas McKean Innovation Campus”

The committee recommends that Thomas McKean High School be reimaged as the **Thomas McKean Innovation Campus** through expanded partnerships with local colleges, universities, and the business community. This flagship hub will provide coursework in the following areas:

- Career and Technical Education (CTE)
- Industry-standard credentialing programs
- Early college credit opportunities

As part of this change:

- The number of comprehensive **high school attendance-zone schools would be reduced from three to two: Alexis I. duPont High School and The John Dickinson School.**
- These two comprehensive high schools would split the Red Clay high school attendance-zones equally, allowing for increased enrollment and **more robust academic and extracurricular offerings.**
- These two attendance-zones better align with middle school attendance-zones, allowing for **straight line feeder patterns from middle school to high school.**
- **Short shuttle bus transportation** would be provided from AI High and Dickinson to the McKean Innovation Campus for career, technical, and early college coursework.

Red Clay Attendance-Zone & Programming Committee Current Recommendation to the School Board

Program Change #2: Relocate the John Dickinson Middle Years Program (MYP)

To allow for increased high school enrollment at The John Dickinson School, the committee recommends relocating the **MYP middle school program from Dickinson to Skyline Middle School**, allowing for a more balanced enrollment across the middle schools.

Red Clay Attendance-Zone & Programming Committee Current Recommendation to the School Board

Additional Recommendations for Future Consideration

- **Middle School Attendance-Zones:** Reevaluate middle school attendance-zones, especially as they pertain to the **Warner Elementary School community**, to improve feeder pattern continuity and equity.
- **Virtual High School Programming:** Explore the development of **virtual high school coursework** to expand flexibility and learning opportunities for Red Clay students.

Stakeholder Engagement

- 7 Public Meetings with Public Comment
- June 10 Community Meeting with Q&A
- Student Focus Groups
 - Middle School
 - High School
- Community Survey
 - Currently Open
 - Conducted by Hanover Research



Q & A