Arlington Public Schools

2024-30 - Strategic Plan Development

EVERY STUDENT COUNTS
EXCELLENCE FOR ALL

STEERING COMMITTEE MEETING

November 8, 2023

Arlington Public Schools

EVERY STUDENT COUNTS
EXCELLENCE FOR ALL

MEETING START-UPS

STEERING COMMITTEE MEETING

DESIRED OUTCOMES

- Review meeting start-ups and address feedback,
- Summarize additional community and teacher engagement from the last four weeks,
- Share feedback on, achieve consensus and vote on Final Vision,
- Share feedback on, achieve consensus and vote on Mission,
- Share feedback on, achieve consensus and vote on Core Values,
- Share feedback on, achieve consensus and vote on Strategic Priorities,
- Propose, discuss, and consider the addition of one (1) additional core value (integrity) based on feedback from the October 14, 2023 steering committee meeting,
- Preview the December 13, 2023 steering committee meeting,
- List next steps, and
- Evaluate our meeting.

NOVEMBER 8, 2023 AGENDA
Steering Committee Work Session

Arlington Public Schools

Dinner (Begins at 6:00 p.m.) **Meeting Begins at 6:30 p.m.**	
Meeting Start-Ups	15 minutes
Teacher and Community Engagement	5 minutes
Vision	10 minutes
Mission	10 minutes
Core Values	20 minutes
BREAK – 10 minutes	
Strategic Priorities	50 minutes
Core Values: Integrity	10 minutes
December 13, 2023 Steering Committee Meeting	5 minutes
Next Steps/Evaluation	5 minutes

GROUND RULES AND PURPOSE

GROUND RULES

- Post and Approve the Agenda
- Listen as an Ally
- Enable Equity of Voice
- One Person Speaks at a Time
- Respect Each Other
- Everyone Participates
- Stay on Task
- Start and Stop on Time
- Schedule Appropriate Breaks
- Evaluate at End of Meeting
- Cell Phones on Silent or Vibrate

PURPOSE

Our purpose is to

- represent the voice of the Arlington Public Schools community
- to develop the APS Strategic Plan Foundations for review and consideration of the Superintendent and Board of Education, and
- feedback on the clarity and comprehensibility of the APS Strategic Plan Implementation and Monitoring elements

MEETING EVALUATION

October 14, 2023

PLUS (+)	DELTA (Δ)
• Keeping us on time but also allowing more time when needed - Thanks	• Change seating/tables to a more round setting, but still keeping quad groups • Could we recap on how the other community forums went?

Arlington Public Schools

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COMMUNITY ENGAGEMENT

SINCE OCTOBER 14, 2023

ADDITIONAL COMMUNITY ENGAGEMENT

TEACHERS

Hopes and Aspirations	• Equity and Access • Holistic Education (Academics, SEL, Life Skills) • Global Citizenship • Critical Thinking and Problem-Solving • Student Well-being • Success and Growth
Strengths	• Diverse Learning Options • Dedicated Teachers • Student Support Services • Emphasis on Relationships • Global Citizenship Focus
Opportunities for Improvement	• Equity and Inclusion • Teacher Recruitment & Retention • Effective Communication and Collaboration (CO and Schools) • Class Sizes and Workload • Special Education Support

COMMUNITY

Hopes and Aspirations	• Safe Spaces and Belonging; SEL Support • Equity across schools/Addressing bias • Welcoming and Inclusive Environment (Small Class Sizes) • Focus on Academic Success and Safety • Supporting Diverse Learning Needs • Offering Career Exploration
Strengths	• Variety of Resources and Supports • Extra-curricular and athletic offerings • Implementing initiatives for safe school environments
Opportunities for Improvement	• Address communication gaps and improve transparency in the school system • Enhancing support for teachers/staff (compensation/benefits) • Stronger and more Systemic Assistance for Multi-Lingual learners

ADDITIONAL COMMUNITY ENGAGEMENT

STUDENTS

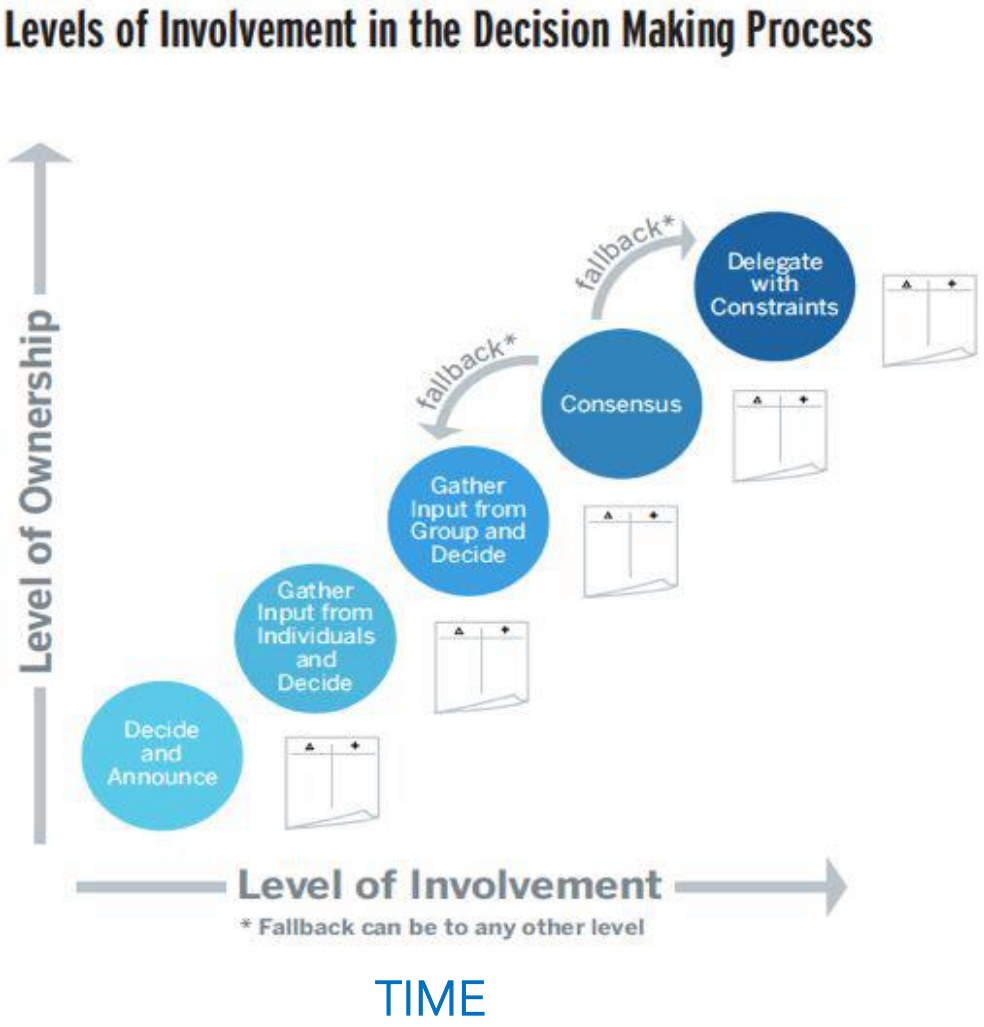
Hopes and Aspirations	• Academic Success and Preparation for High School • Personal Growth and Discovery • Stress Management and Well-being • Future Aspirations (College, Careers, Societal Contributions)
Strengths	• Supportive Teachers • Emphasis on Collaboration • Student Support Services (and enhancements to Supervision/SafetySEL)
Opportunities for Improvement	• Stress Management and Support • Communication and Transparency (Safety) • Real-World Relevance (Financial Literacy, Career Exploration, Classes connected to future professions) • Peer Relations and Support

MEETING CONSTRAINTS

- Recognize/Acknowledge the Limitations of Our Meeting
  - Time
  - 4 Big Decisions (Vision, Mission, Core Values, Strategic Priorities)
- Engaged and On-Task
    - Turn off or mute devices to reduce distractions and maximize focus
    - Feedback must be solicited during the meeting time
    - When you vote, that is your vote
- Recognition of the significant work accomplished to reach agreement on the DRAFT Foundations
- Based on data, today's work is about REFINING and reflecting community input/feedback

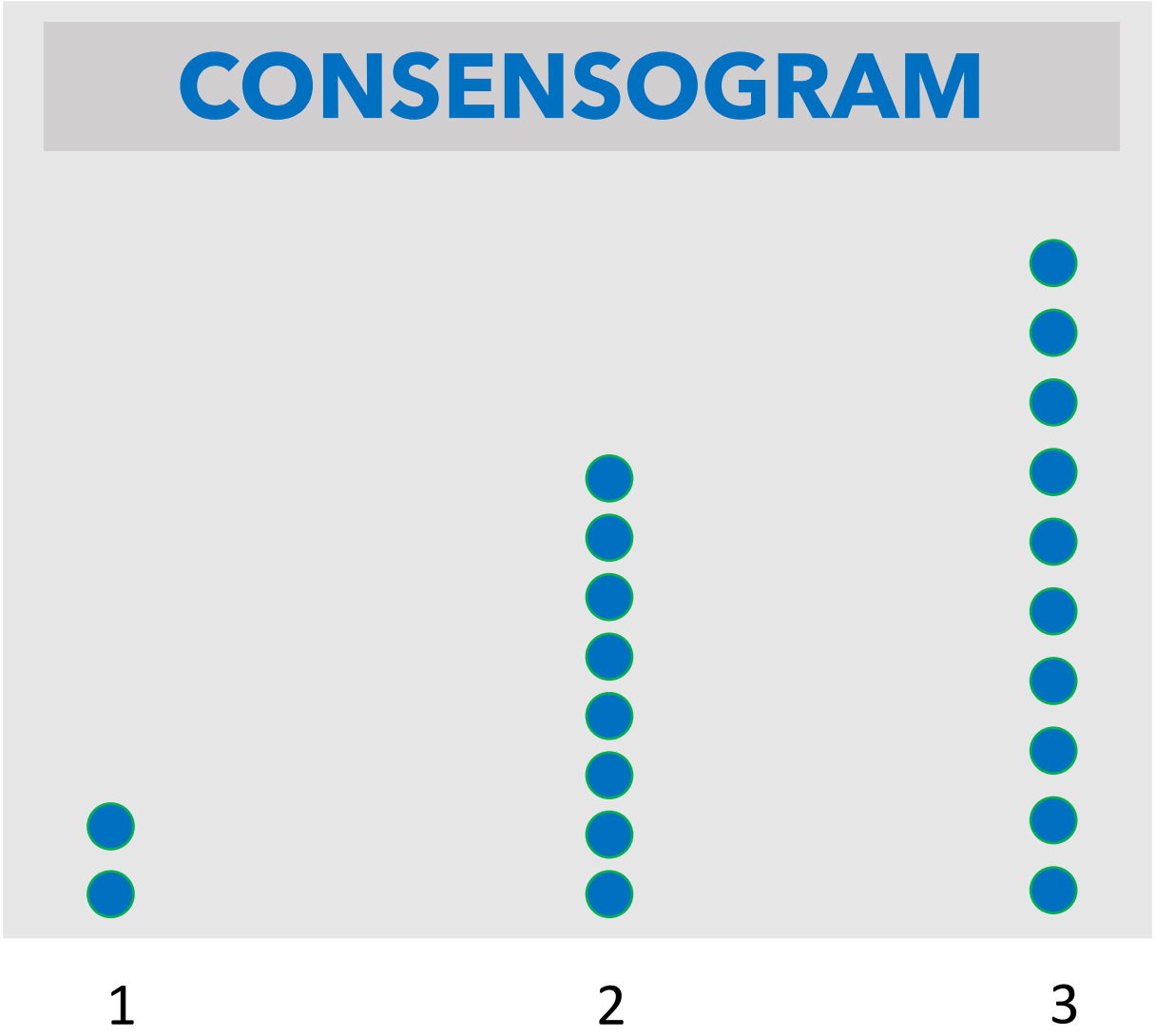
DECISION MAKING

- Consensus: 80% or higher agreement
- Based on consensogram
  - Level 2 or 3 represents agreement
- If below 80%
  - Convene group of those at level 1 to reach agreement on a proposal that would move them to 1 or 2
  - Present proposal to full steering committee
  - Record proposal
  - Re-poll



DECISION 1 – 10 MINUTES

VISION - CONSENSOGRAM



LEVELS OF AGREEMENT

1. I do not support the statement
2. I can live with and support the statement
3. I fully support the statement

Arlington Public Schools

EVERY STUDENT COUNTS
EXCELLENCE FOR ALL

MISSION

10 minutes

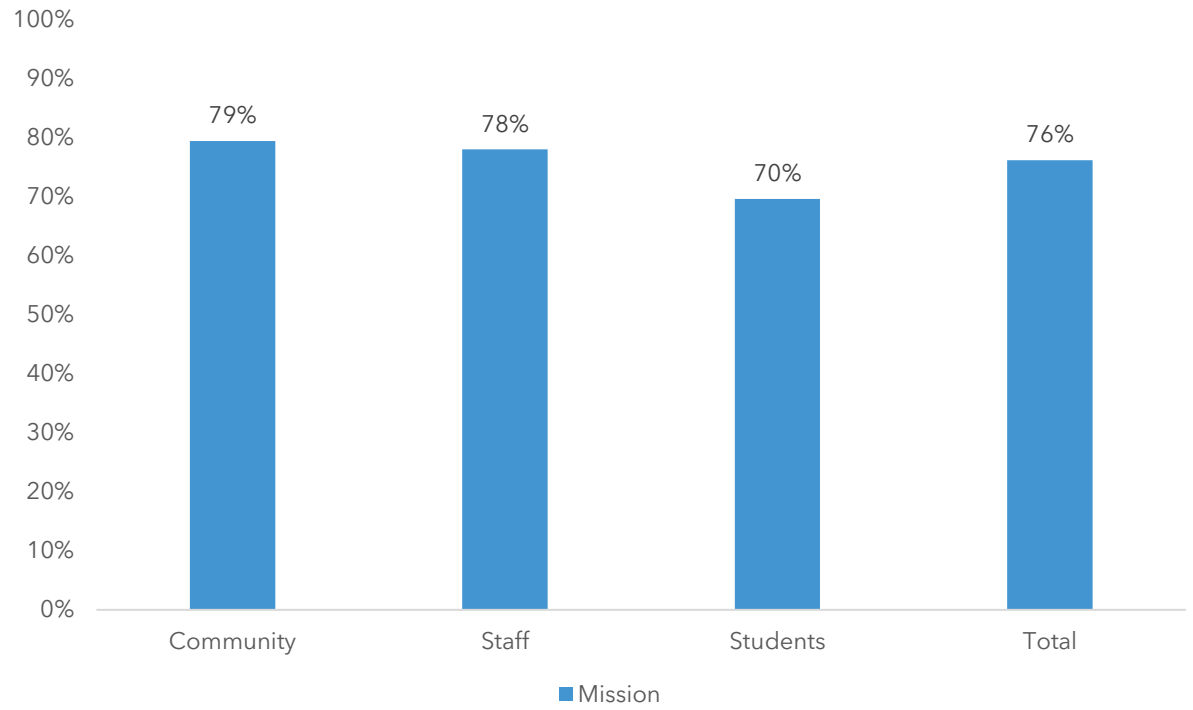
DECISION 2 – 10 MINUTES

MISSION

PROCESS

- Review Data
- Review DRAFT Foundations Element
- Review Proposed edits informed by data
- Table (small-group) Discussions
  - Discuss proposed element
  - Identify if there are concerns that would reduce support for the statement
  - Take a quick poll
  - CONCISELY present a summary of table discussion to large group
- Consensogram

DATA



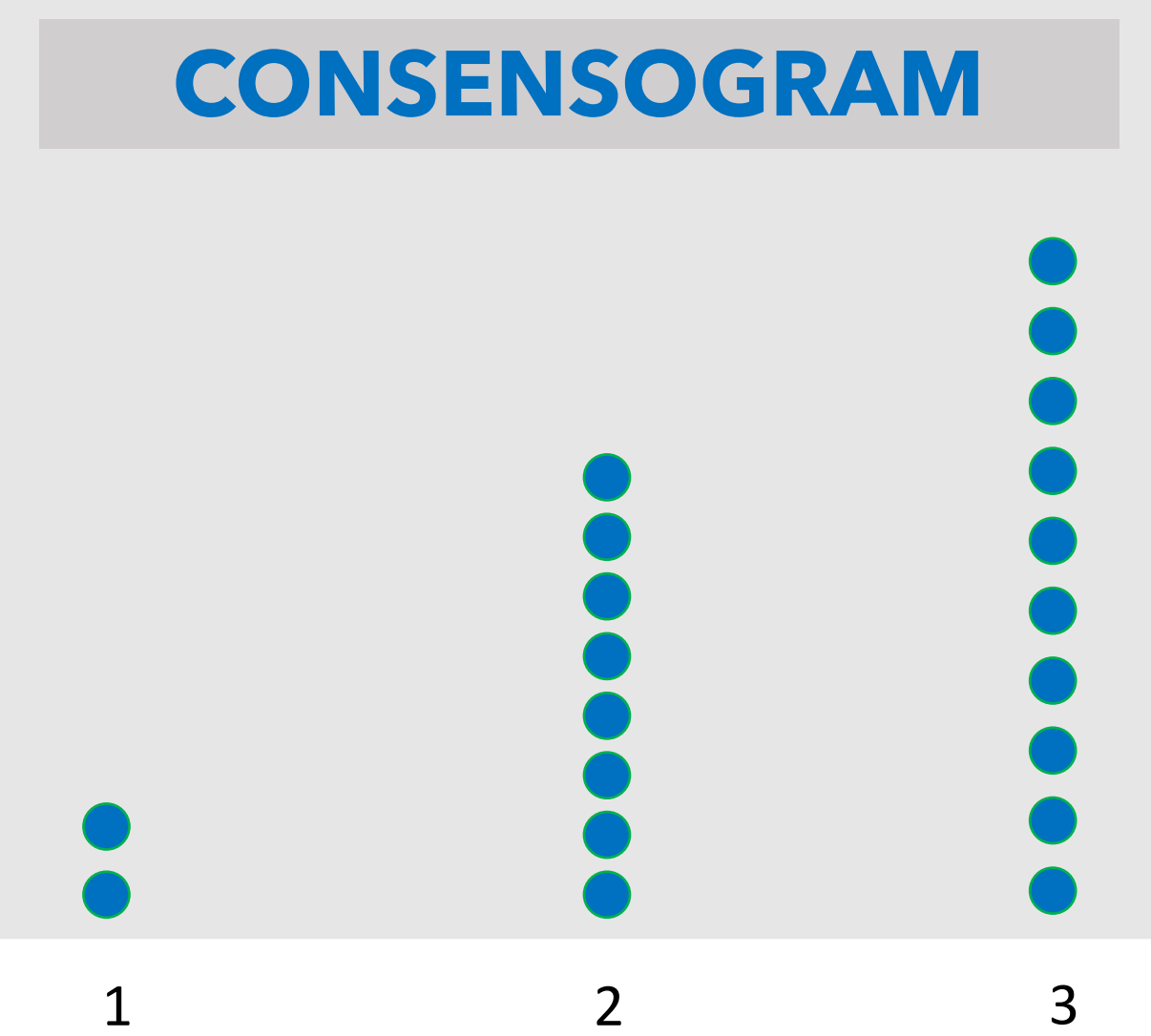
DECISION 2 – 10 MINUTES
MISSION

DRAFT MISSION (From Steering Committee)	REVISIONS Informed by Community (Questionnaire #2)
Ensure all students learn and thrive in safe, supportive and high-quality schools.	APS will ensure all students, learn, thrive, and excel in high-quality, safe and supportive schools.

Feedback
- Reflects feedback to include language that elevates academic excellence

DECISION 2 – 10 MINUTES

MISSION - CONSENSOGRAM



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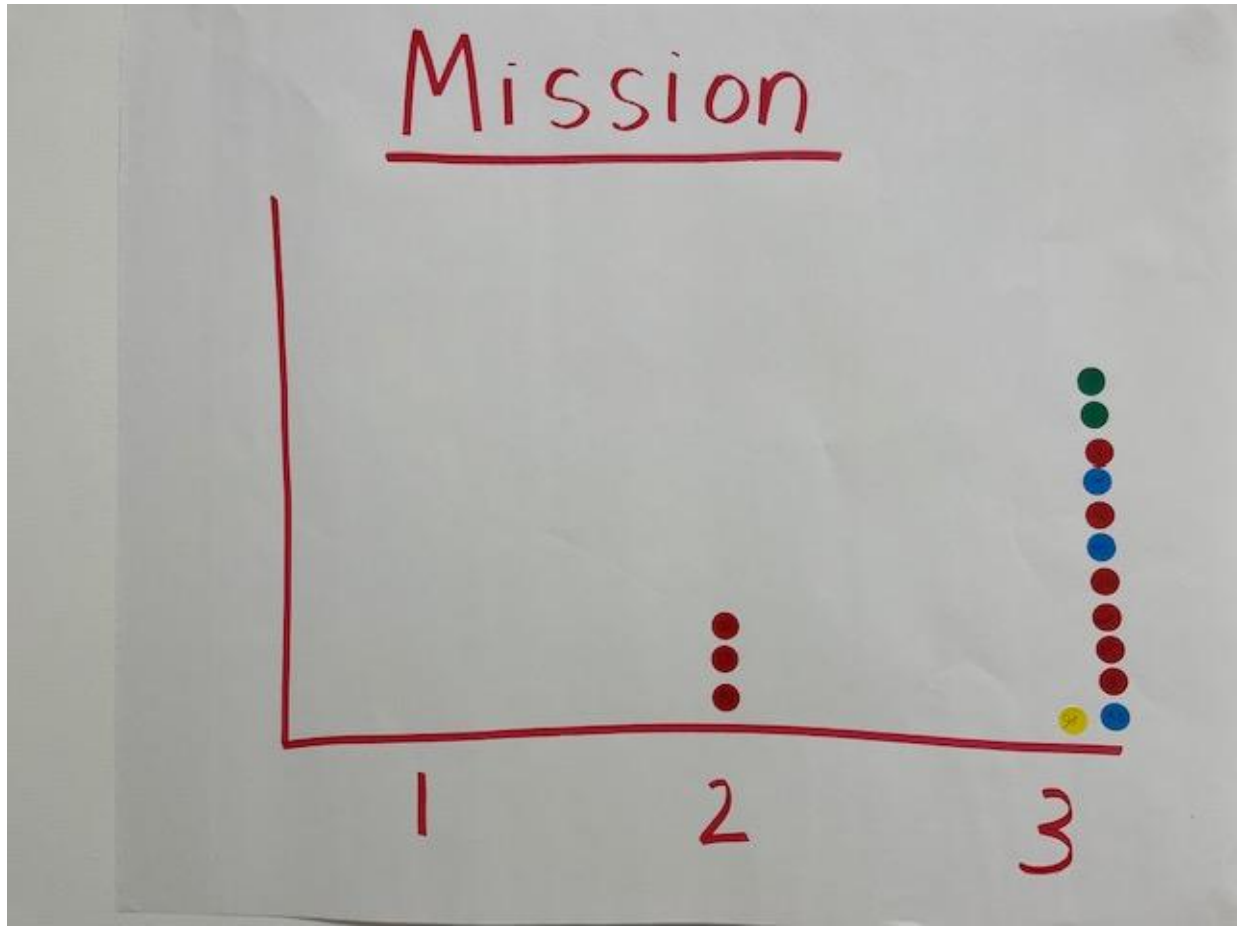
Mission Consensogram



CONSENSOGRAM GENERATED AFTER DISCUSSION OF MISSION DRAFT AND PROPOSALS

Steps Followed to Build Consensus

1. Steering Committee's Draft Presented
2. 2nd Draft based on Community Engagement Presented
3. Steering Committee Discussion Facilitated by RTI
4. Steering Committee Consensogram as recorded

Arlington Public Schools

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VISION

10 minutes

DECISION 1 – 10 MINUTES

VISION

PROCESS

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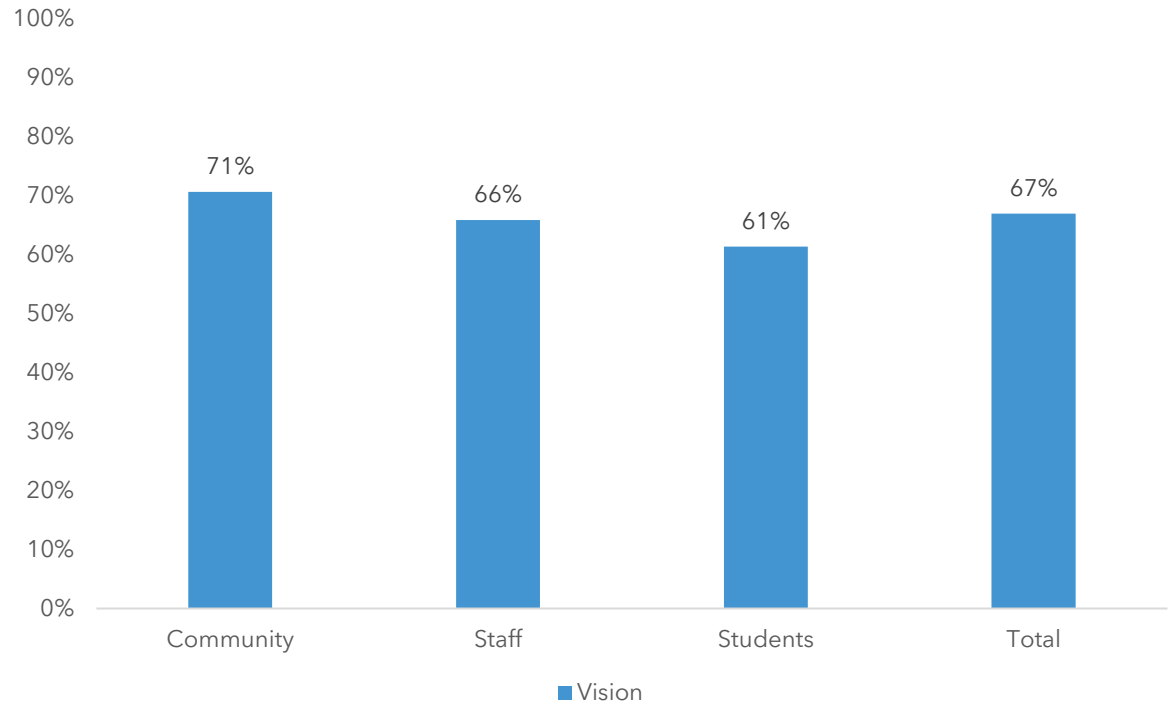


DECISION 1 – 10 MINUTES
VISION

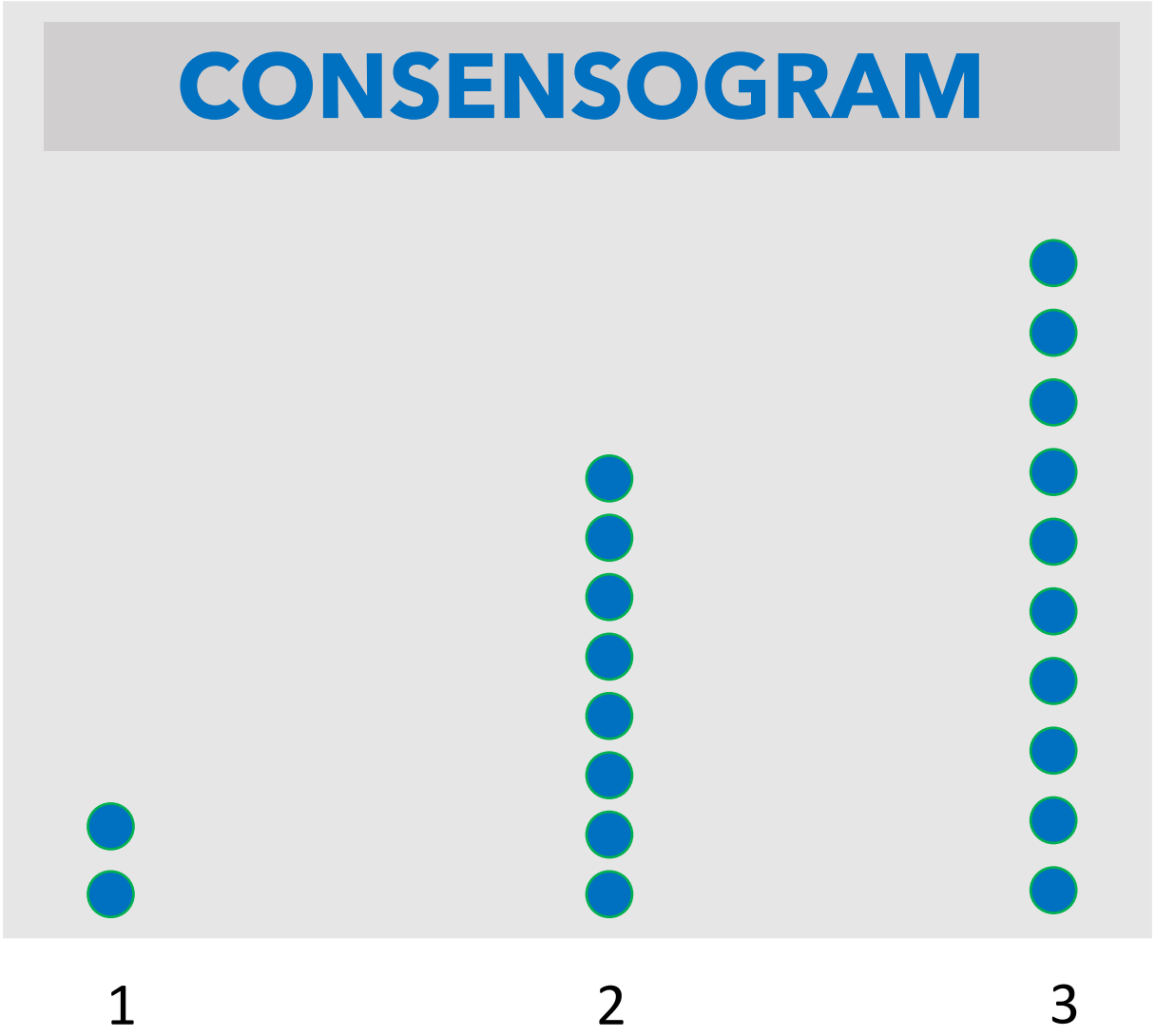
DRAFT VISION (From Steering Committee)	REVISIONS Informed by Community (Questionnaire #2)
Our students have the foundations needed to be prepared, global citizens, and college or career ready.	APS provides a world-class education where every student graduates college or career ready with the skills and knowledge to be responsible global citizens. APS provides a world-class education where every student develops the skills and knowledge to be responsible global citizens and graduates college or career ready.

excellence

- Adding "every student" to reference feedback reflecting the desire for equitable student outcomes
- Adding "graduate" to reflect feedback of this expectation for every student that enters APS
- Adding "skills and behaviors" based on feedback to add clarity to the word "foundations"
- Replaced "prepared" with "responsible" based on feedback to improve clarity on expected outcome
- Retained "global citizens" reflecting the feedback in community and parent/family focus groups on global citizenship and competency

DECISION 1 – 10 MINUTES

VISION - CONSENSOGRAM



LEVELS OF AGREEMENT

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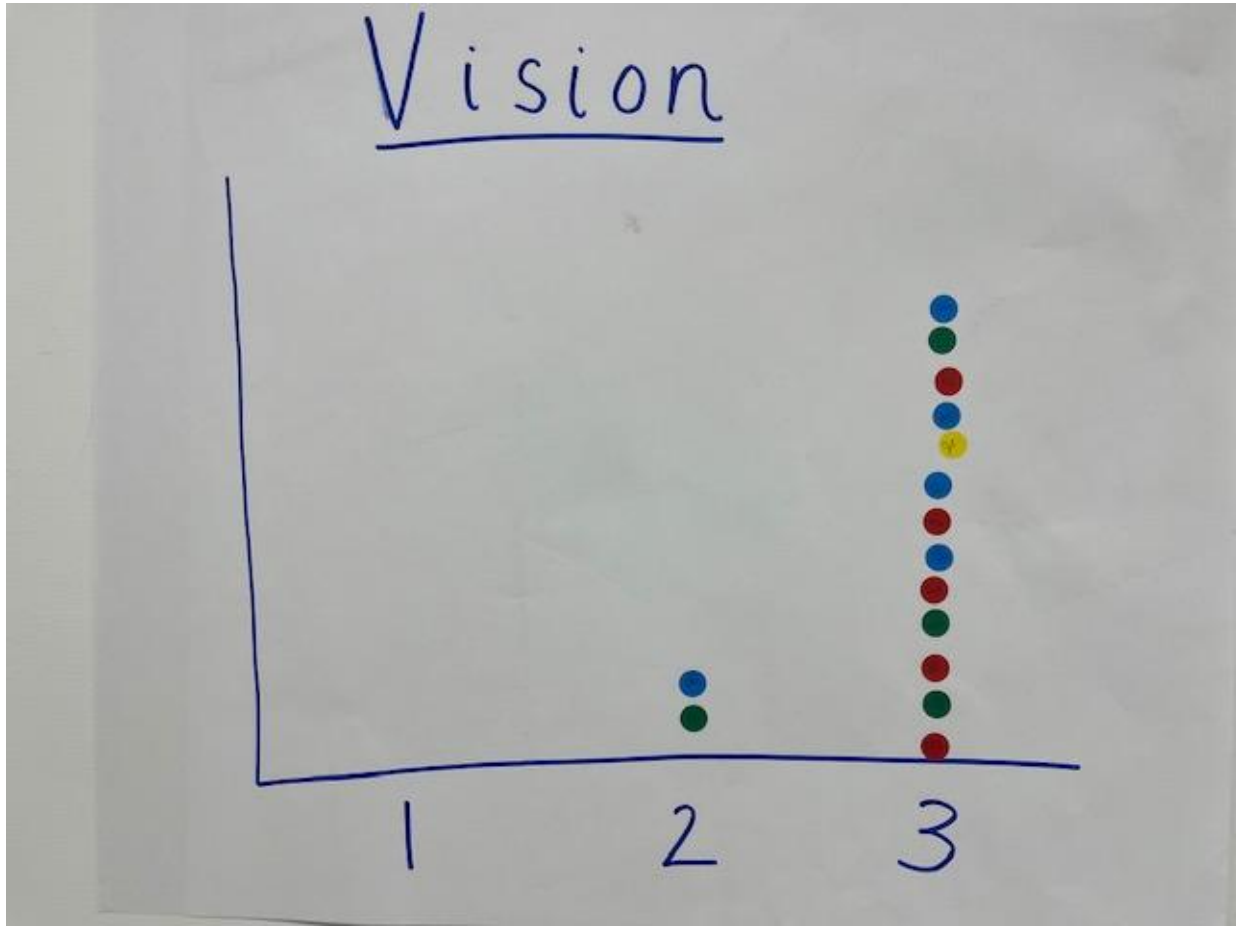
Vision Consensogram



CONSENSOGRAM GENERATED AFTER DISCUSSION OF VISION DRAFT AND PROPOSALS

Steps Followed to Build Consensus

1. Steering Committee's Draft Presented
2. 2nd Draft based on Community Engagement Presented
3. Steering Committee Discussion Facilitated by RTI
4. Steering Committee Consensogram as recorded

Arlington Public Schools

EVERY STUDENT COUNTS
EXCELLENCE FOR ALL

CORE VALUES

20 minutes

DECISION 3 – 20 MINUTES

CORE VALUES

PROCESS

- Review Data
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- Table (small-group) Discussions
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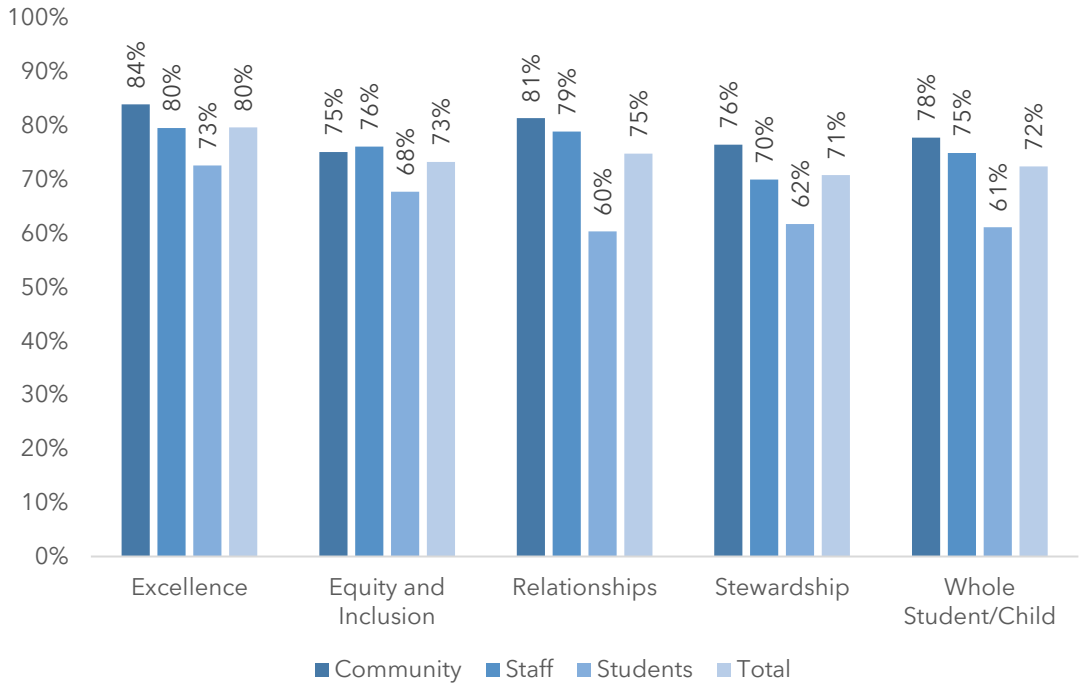


DECISION 3 – 20 MINUTES

CORE VALUES

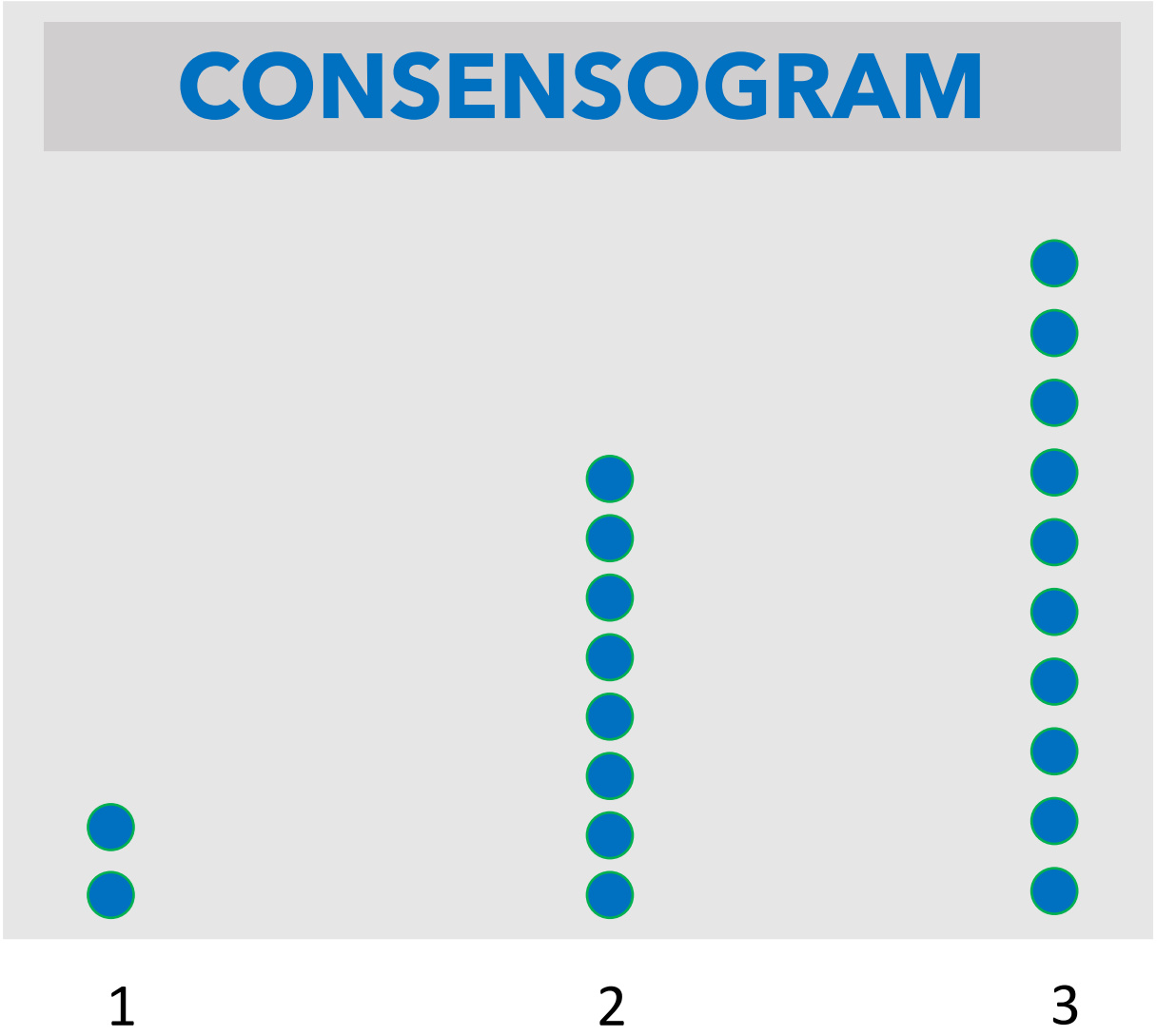
DRAFT CORE VALUES (From Steering Committee)	REVISIONS Informed by Community (Questionnaire #2)
EXCELLENCE Ensuring all students receive an exemplary and innovative education that is rigorous and high-quality.	EXCELLENCE We believe all students should receive a high-quality education reflecting rigorous, evidence-based, and innovative instruction. We believe all students will receive a high-quality education through rigorous, evidence-based, and innovative instruction.

RATIONALE

- Added "We believe" to the beginning of each to reflect feedback that suggested the values were written more like goals.
- Reorganizes to reflect feedback to emphasize excellence in education and feedback that connects excellence to the implementation of evidence-based instructional practices
- Retains the word innovation, reorganizes the order to follow "evidence-based" acknowledging the steering committee's preference for its inclusion and reflecting mixed feedback

DECISION 3 – 20 MINUTES

CORE VALUES - CONSENSOGRAM



LEVELS OF AGREEMENT

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3. I fully support the statement

Excellence Consensogram

CONSENSOGRAM GENERATED AFTER DISCUSSION OF EXCELLENCE CORE VALUE DRAFT AND PROPOSALS

Steps Followed to Build Consensus

1. Steering Committee's Draft Presented
2. 2nd Draft based on Community Engagement Presented
3. Steering Committee Discussion Facilitated by RTI -
4. Steering Committee Consensogram as recorded

DECISION 3 – 20 MINUTES

CORE VALUES

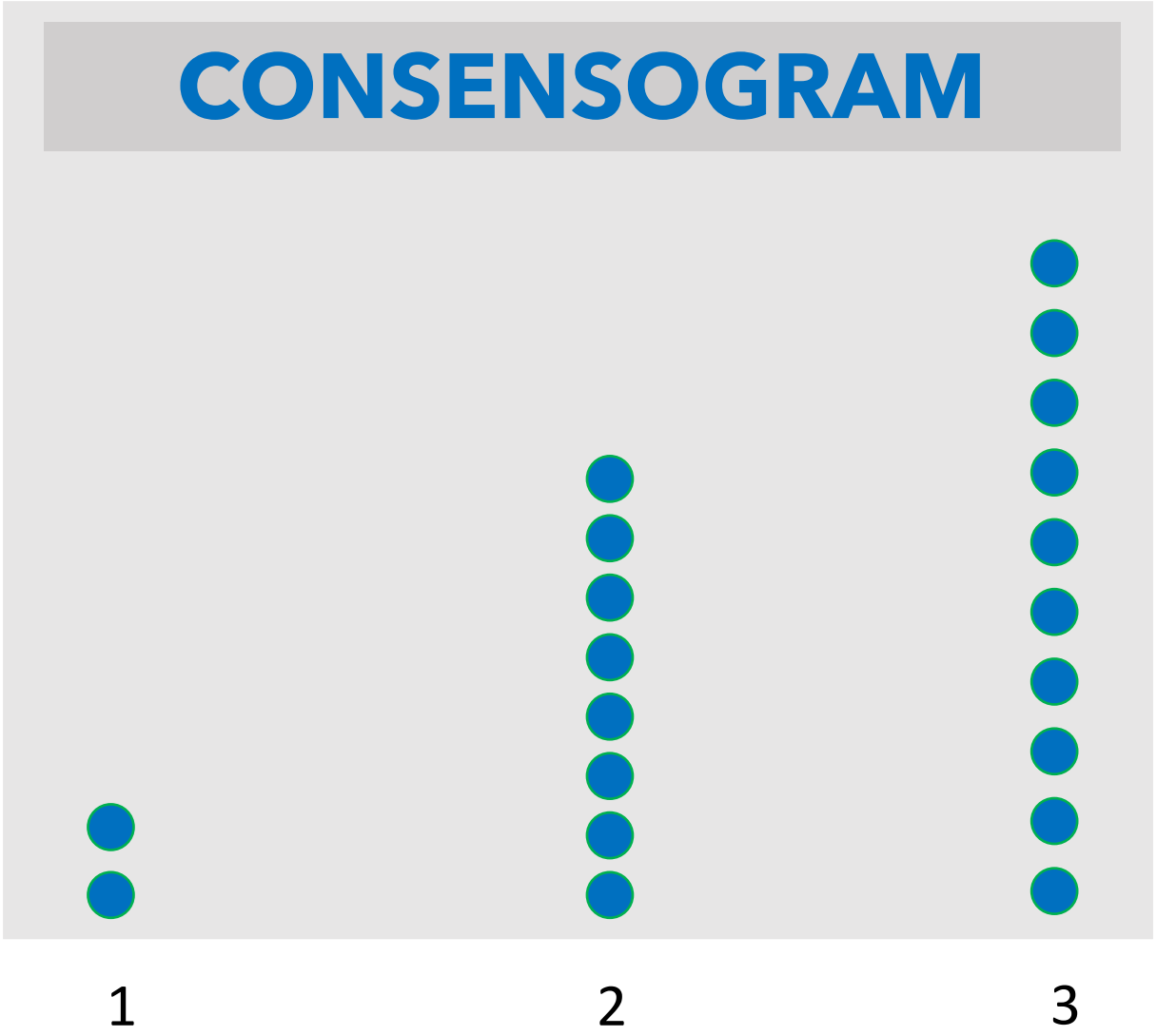
DRAFT CORE VALUES (From Steering Committee)	REVISIONS Informed by Community (Questionnaire #2)
STEWARDSHIP Managing the resources in a fiscally responsible manor to honor the community's investment in our schools; create safe, healthy, and environmentally sustainable learning environments; support civic and community engagement; and serve current and future generations.	**STEWARDSHIP** We believe the responsible and transparent management of APS fiscal resources honors the community's investment in our schools and ensures safe, healthy, and environmentally sustainable learning environments. We believe the fiscally responsible and transparent management of APS resources honors the community's investment in our schools and provides safe, effective, and environmentally sustainable learning environments.

RATIONALE

- Added "We believe" to the beginning of each to reflect feedback that suggested the values were written more like goals
- Revised for clarity
- Added "transparent" to reflect feedback from community related to transparency in district operations and to be consistent with "relationships" core value
- Revised to reflect feedback to simplify and shorten statements and to eliminate potential redundancy

DECISION 3 – 20 MINUTES

CORE VALUES - CONSENSOGRAM



LEVELS OF AGREEMENT

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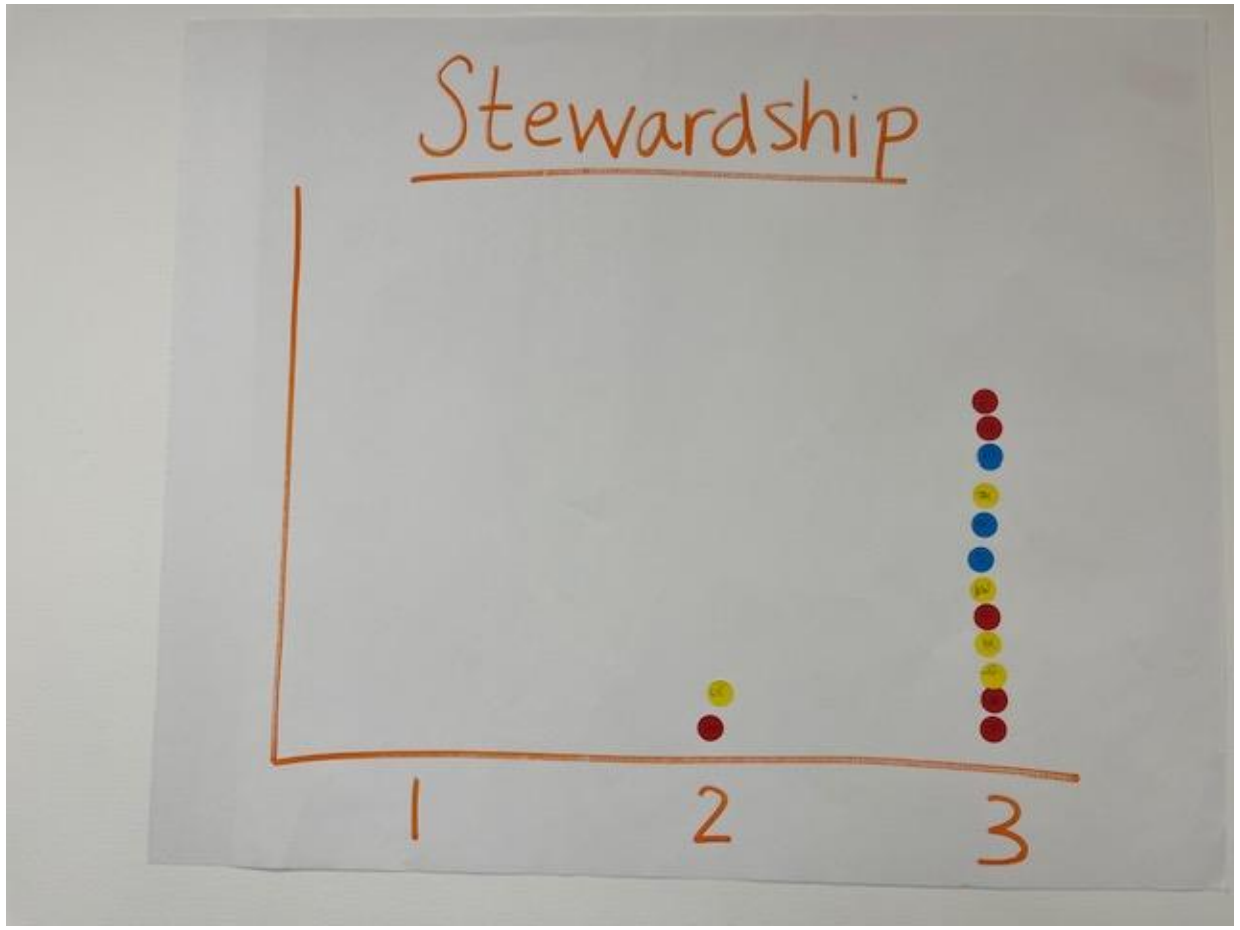
Stewardship Consensogram



CONSENSOGRAM GENERATED AFTER DISCUSSION OF STEWARDSHIP CORE VALUE DRAFT AND PROPOSALS

Steps Followed to Build Consensus

1. Steering Committee's Draft Presented
2. 2nd Draft based on Community Engagement Presented
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4. Steering Committee Consensogram as recorded

DECISION 3 – 20 MINUTES

CORE VALUES

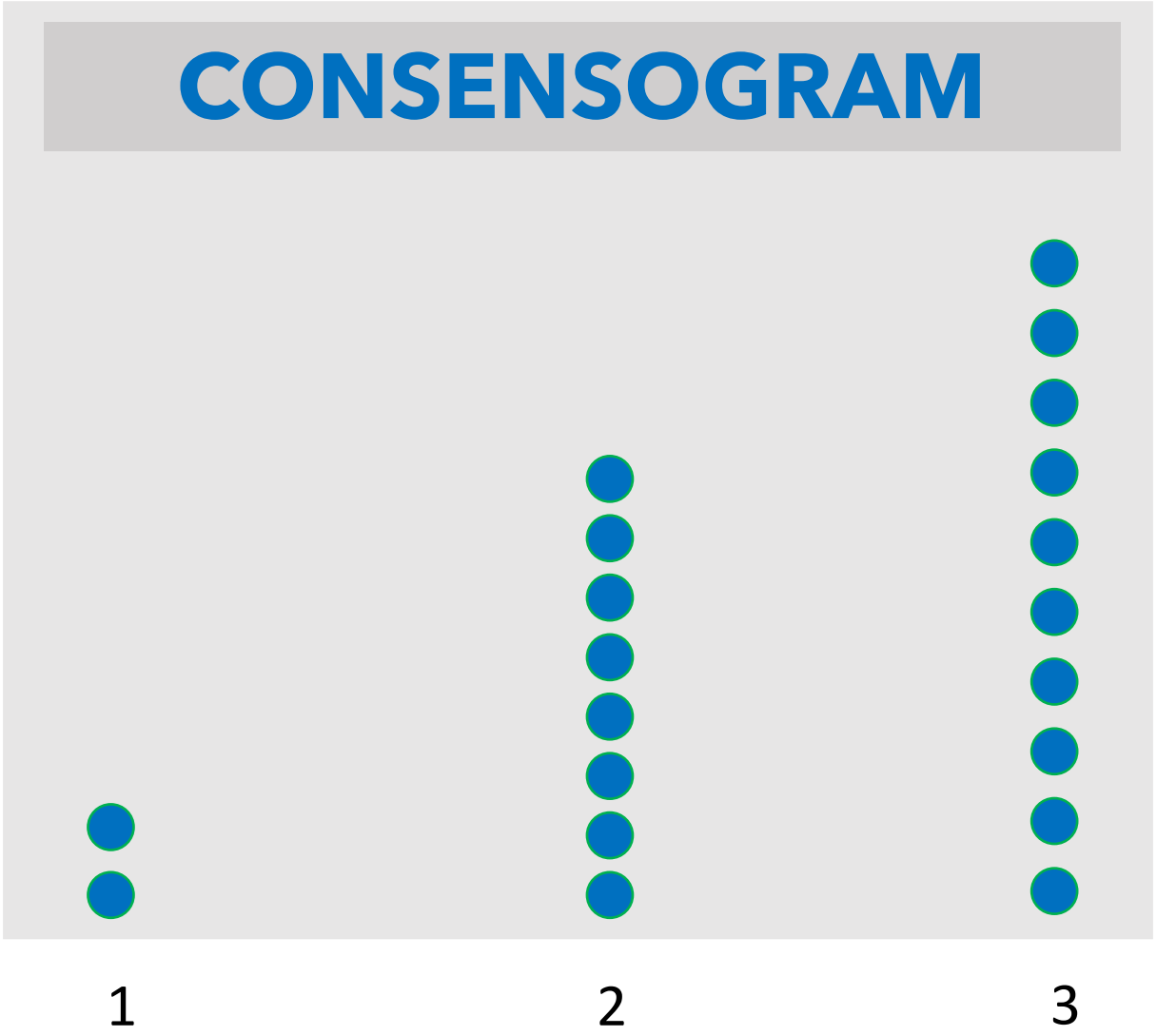
DRAFT CORE VALUES (From Steering Committee)	REVISIONS Informed by Community (Questionnaire #2)
EQUITY AND INCLUSION Serve and support our diverse community to ensure all students, teaching staff, and families are served by fostering inclusion, and universal access to opportunities, and eliminating educational gaps.	**EQUITY AND INCLUSION** We believe in raising achievement for all students, eliminating gaps and fostering inclusion by differentiating universally designed resources to meet student, staff, and families' and needs. We believe in raising achievement for all students, eliminating gaps, providing universal access to opportunities, and fostering inclusion for our diverse community.

RATIONALE

- Added "We believe" to the beginning of each to reflect feedback that suggested the values were written more like goals
- Organizes the statements to reflect a definition of equity (actions – first) that is achieved through inclusion (practices.
- Reflects feedback to include all staff instead of just "teaching staff"
- Added "Raising achievement for all students" to convey belief that all students are challenged and make progress

DECISION 3 – 20 MINUTES

CORE VALUES - CONSENSOGRAM



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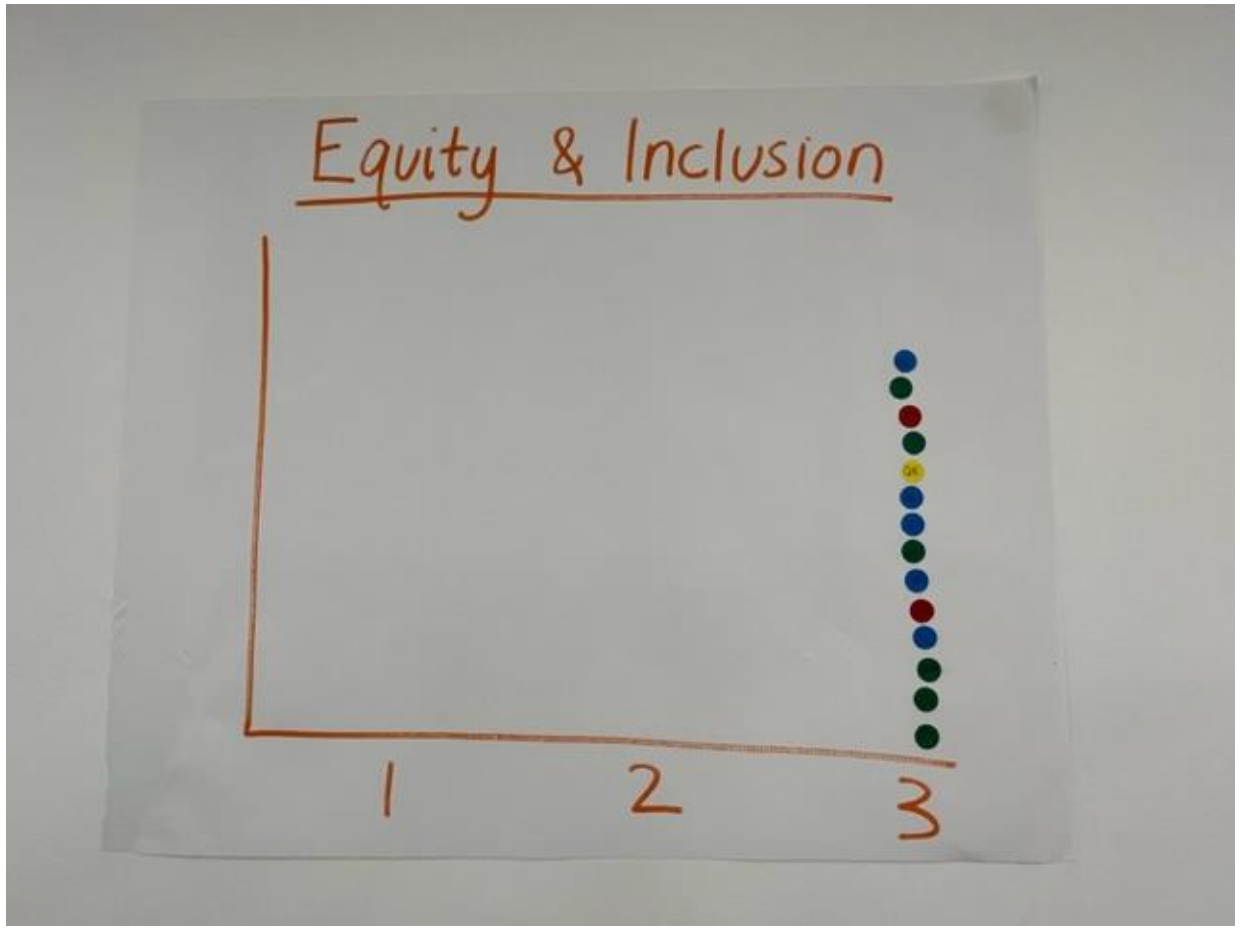
Equity and Inclusion Consensogram



CONSENSOGRAM GENERATED AFTER DISCUSSION OF EQUITY & INCLUSION CORE VALUE DRAFT AND PROPOSALS

Steps Followed to Build Consensus

1. Steering Committee's Draft Presented
2. 2nd Draft based on Community Engagement Presented
3. Steering Committee Discussion Facilitated by RTI
4. Steering Committee Consensogram as recorded

DECISION 3 – 20 MINUTES

CORE VALUES

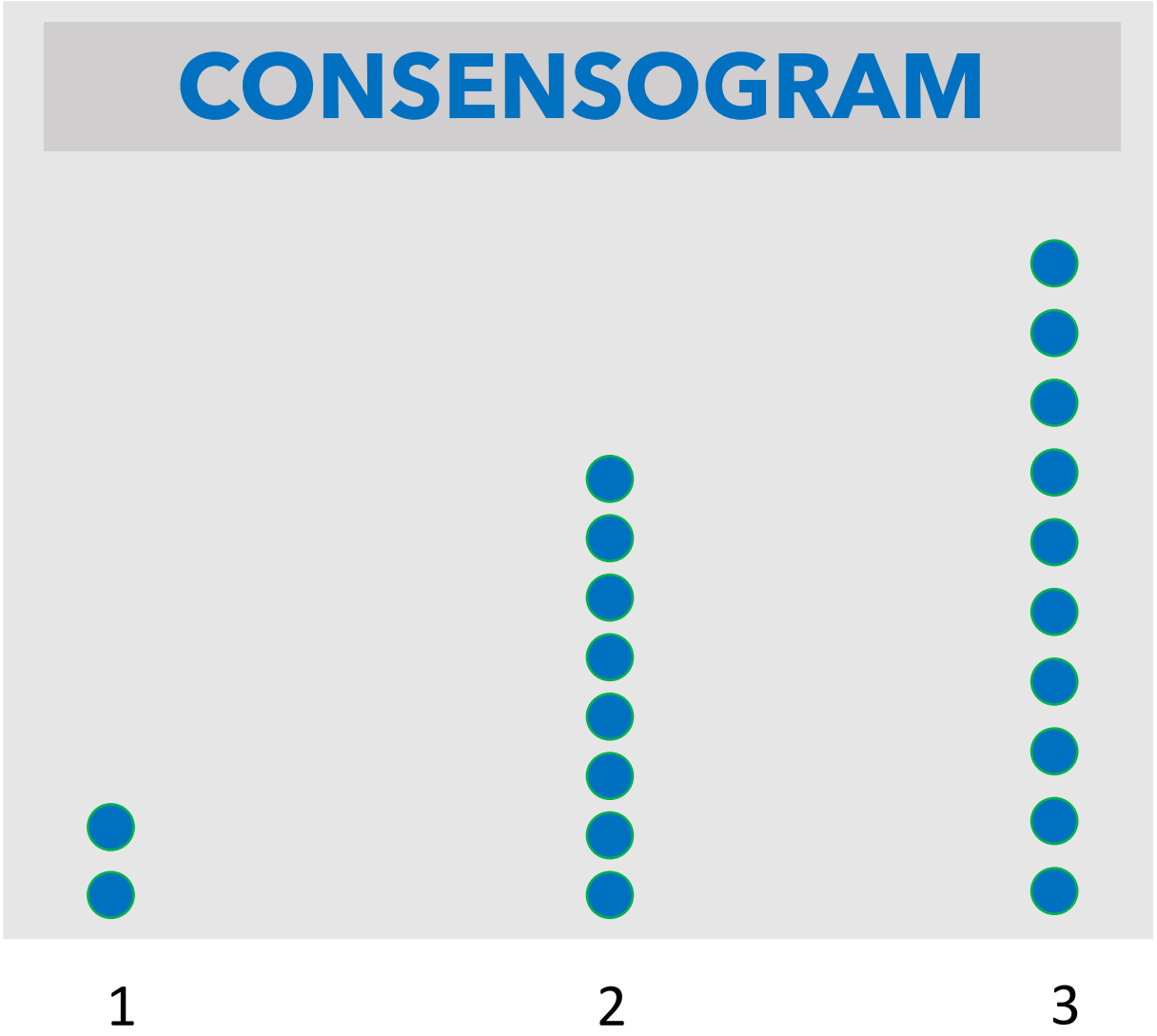
DRAFT CORE VALUES (From Steering Committee)	REVISIONS Informed by Community (Questionnaire #2)
RELATIONSHIPS Promote meaningful relationships between students, families, teaching staff, school administration, central administration, and community based on trust, transparency, and mutual respect.	**RELATIONSHIPS** We believe in trusting and transparent relationships between students, families, school and division staff, and our community based on mutual respect. We believe mutual respect and transparent communication between students, families, school and division staff, and our community builds trusting relationships.

RATIONALE

- Added "We believe" to the beginning of each to reflect feedback that suggested the values were written more like goals
- Reflects feedback suggesting we elevate the importance of all staff to support improved student learning and outcomes
- Reorganized trust and transparency to the beginning to add clarity, reflect community focus on building trust, and substitute for "meaningful" which lacks specificity

DECISION 3 – 20 MINUTES

CORE VALUES - CONSENSOGRAM



LEVELS OF AGREEMENT

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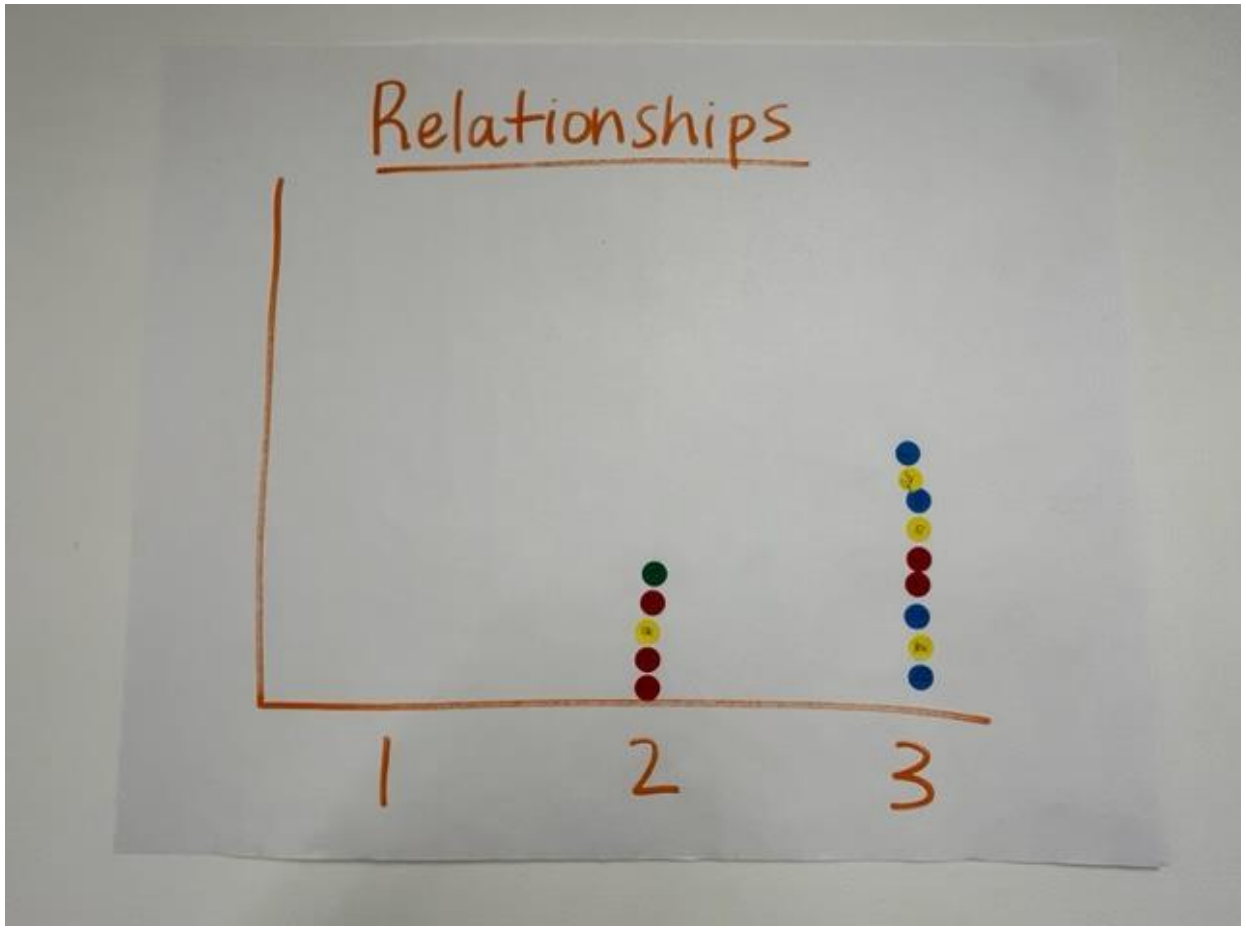
Relationships Consensogram



CONSENSOGRAM GENERATED AFTER DISCUSSION OF RELATIONSHIPS CORE VALUE DRAFT AND PROPOSALS

Steps Followed to Build Consensus

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DECISION 3 – 20 MINUTES

CORE VALUES

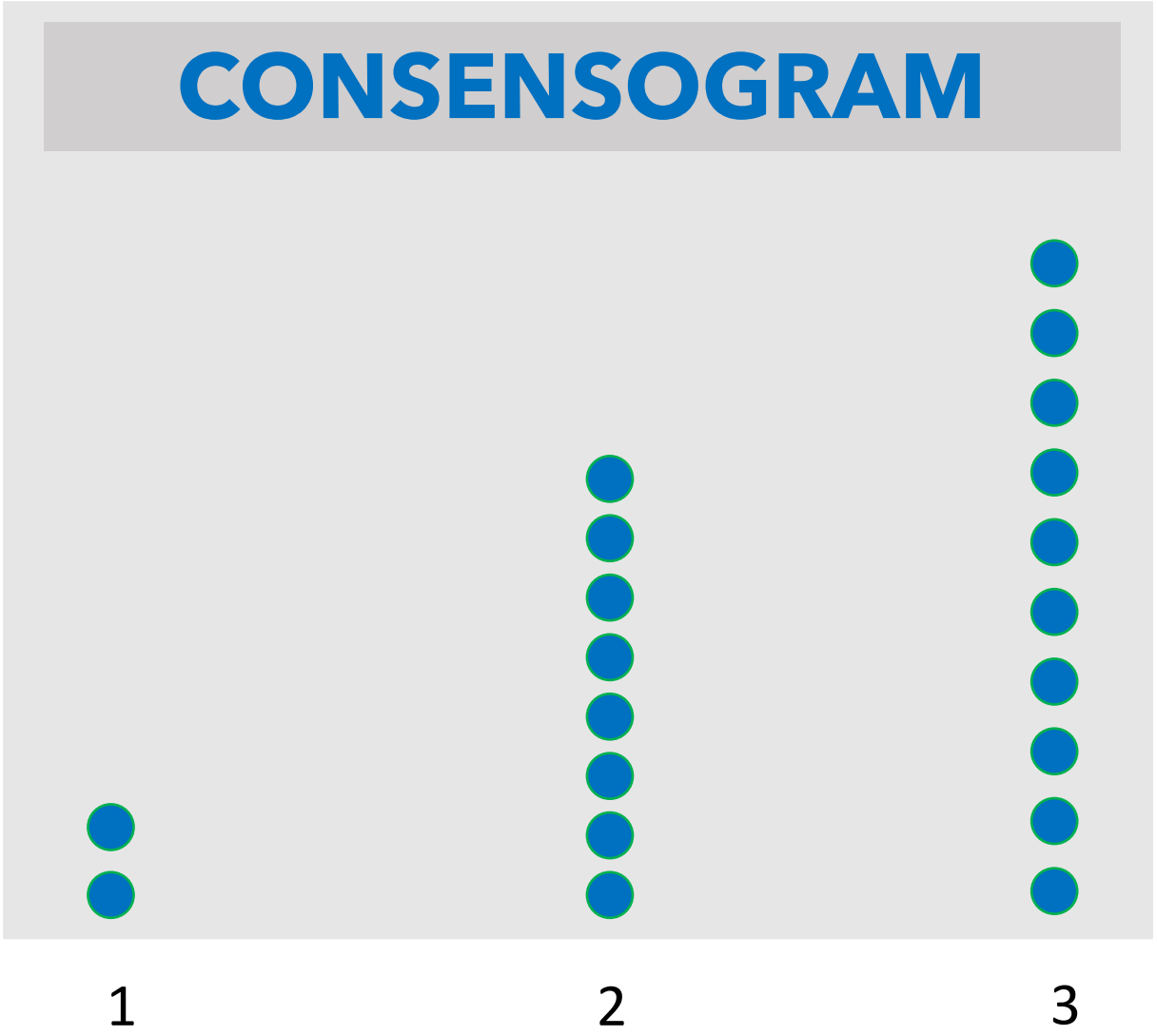
DRAFT CORE VALUES (From Steering Committee)	REVISIONS Informed by Community (Questionnaire #2)
WHOLE CHILD (STUDENT) Meeting the social, emotional, and physical needs of students and staff to create a positive and inclusive community.	**WHOLE STUDENT** We believe that meeting the social, emotional, and physical needs of students fosters academic excellence and an inclusive community. We believe that addressing/meeting the social, emotional, and physical needs of all students fosters academic excellence and an inclusive community.

RATIONALE

- Added "We believe" to the beginning of each to reflect feedback that suggested the values were written more like goals
- Replaces "child" with "student" to include all developmental levels
- Responds to feedback that suggests that the only focus should be on educating and incorporates support for the value by adding that satisfying these needs is a precursor to learning

DECISION 3 – 20 MINUTES

CORE VALUES - CONSENSOGRAM



LEVELS OF AGREEMENT

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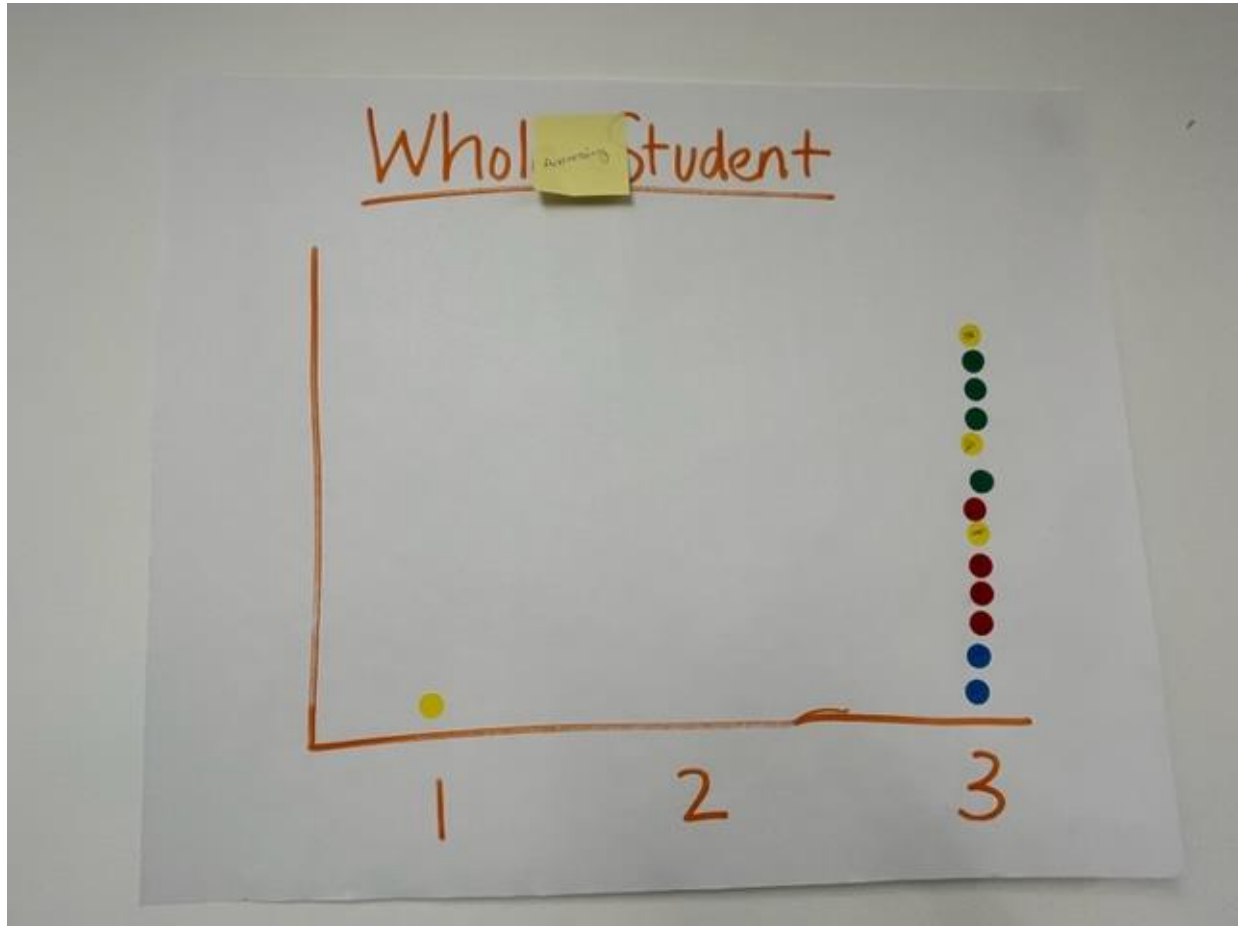
Whole Student Consensogram



CONSENSOGRAM GENERATED AFTER DISCUSSION OF WHOLE STUDENT CORE VALUE DRAFT AND PROPOSALS

Steps Followed to Build Consensus

1. Steering Committee's Draft Presented
2. 2nd Draft based on Community Engagement Presented
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4. Steering Committee Consensogram as recorded

DECISION 3 – 20 MINUTES

CORE VALUES

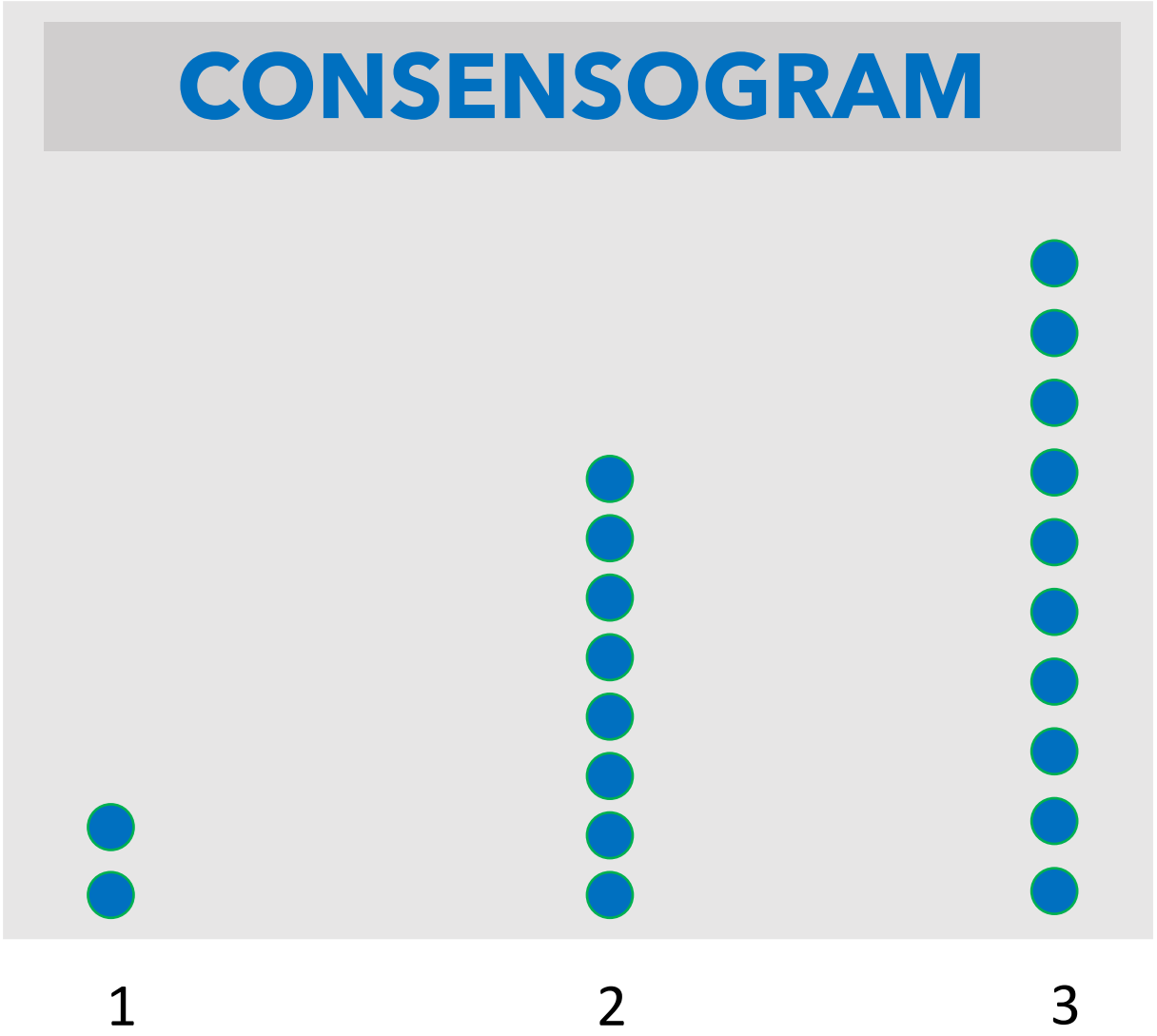
DRAFT CORE VALUES (From Steering Committee)	REVISIONS Informed by Community (Questionnaire #2)
VALUING STAFF	VALUING STAFF We believe that prioritizing the engagement, satisfaction, development, and well-being of our staff enables the success of our students. We believe the engagement, satisfaction, development, and well-being of our staff enables the success of our students and benefits our community.

RATIONALE

- Added "We believe" to the beginning of each to reflect feedback that suggested the values were written more like goals
- Adds this value to reflect the consistent feedback to ensure that staff are respected, supported and that their well-being is a consideration in decisions

DECISION 3 – 20 MINUTES

CORE VALUES - CONSENSOGRAM



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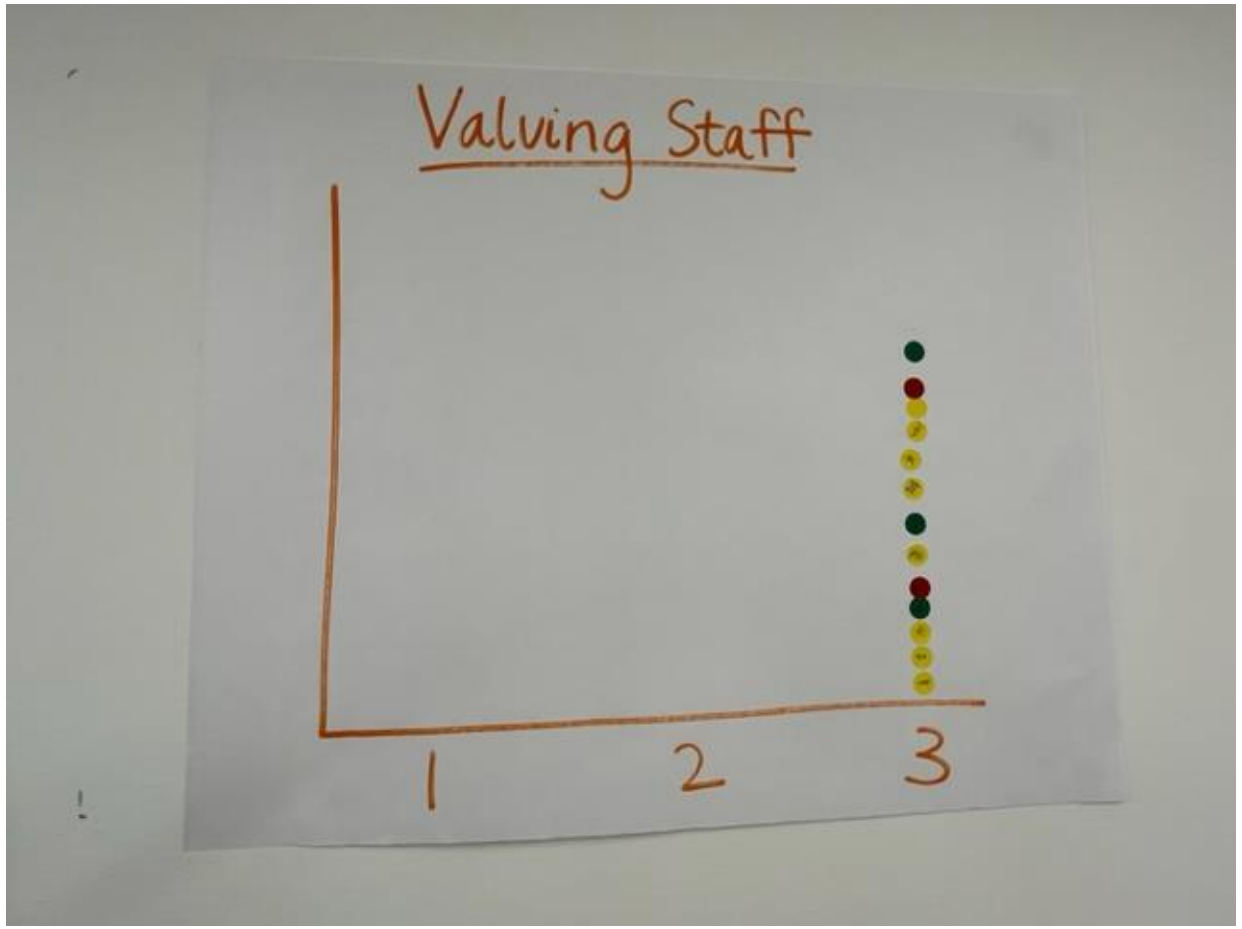
Valuing Staff Consensogram



CONSENSOGRAM GENERATED AFTER DISCUSSION OF VALUING STAFF CORE VALUE DRAFT AND PROPOSALS

Steps Followed to Build Consensus

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PLEASE RETURN IN 10 MINUTES

BREAK

Arlington Public Schools

EVERY STUDENT COUNTS
EXCELLENCE FOR ALL

STRATEGIC PRIORITIES

50 minutes

DECISION 4 – 50 MINUTES

STRATEGIC PRIORITY

PROCESS

- Review Data
- Review DRAFT Foundations Element
- Review Proposed edits informed by data
- Table (small-group) Discussions
  - Discuss proposed element
  - Identify if there are concerns that would reduce support for the statement
  - Take a quick poll
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- Consensogram

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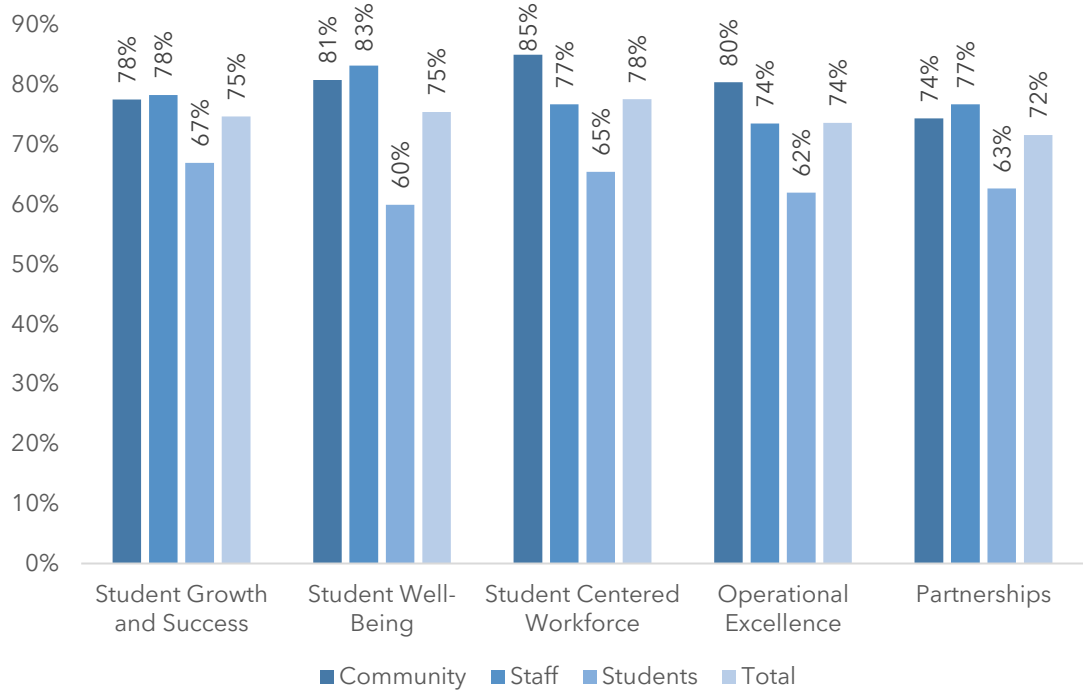


DECISION 4 – 50 MINUTES

STRATEGIC PRIORITY

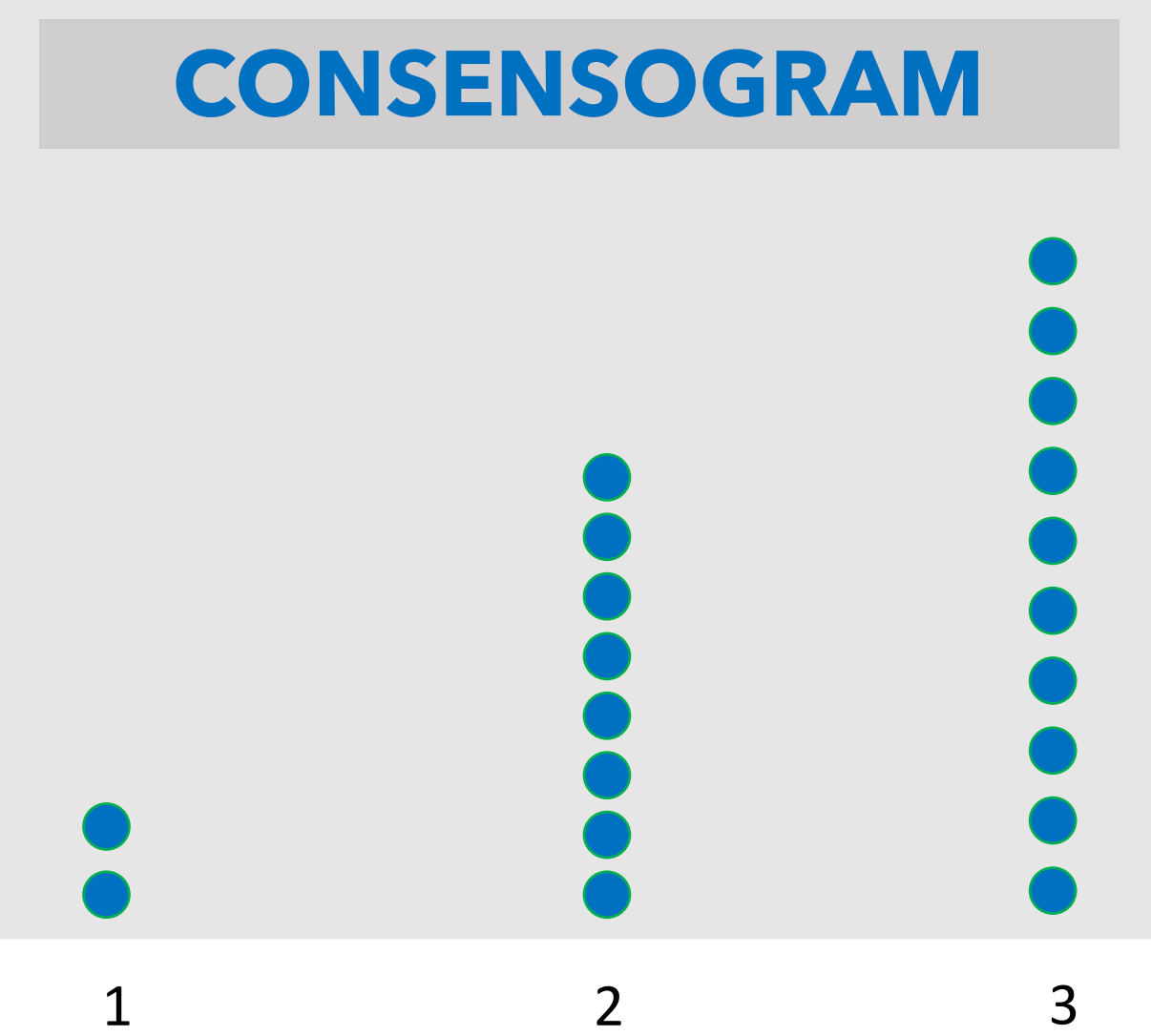
DRAFT STRATEGIC PRIORITY (From Steering Committee)	REVISIONS Informed by Community (Questionnaire #2)
STUDENT GROWTH AND SUCCESS APS will provide optimal instruction and build support systems to close opportunity and achievement gaps and ensure all students achieve excellence.	STUDENT GROWTH AND SUCCESS APS will ensure each student achieves academic excellence through high-quality instruction and systems of support to eliminate opportunity and achievement gaps. **APS will ensure each student achieves academic excellence through high-quality, evidence-based instruction and systems of support to eliminate opportunity and achievement gaps.**

RATIONALE

- Adds consistent language placing responsibility for these goals on the school division
- Reflects feedback to prioritize academic excellence
- Reflects feedback that "optimal" is vague to replace with high-quality (which is consistent with the use of high-quality

DECISION 4 – 50 MINUTES

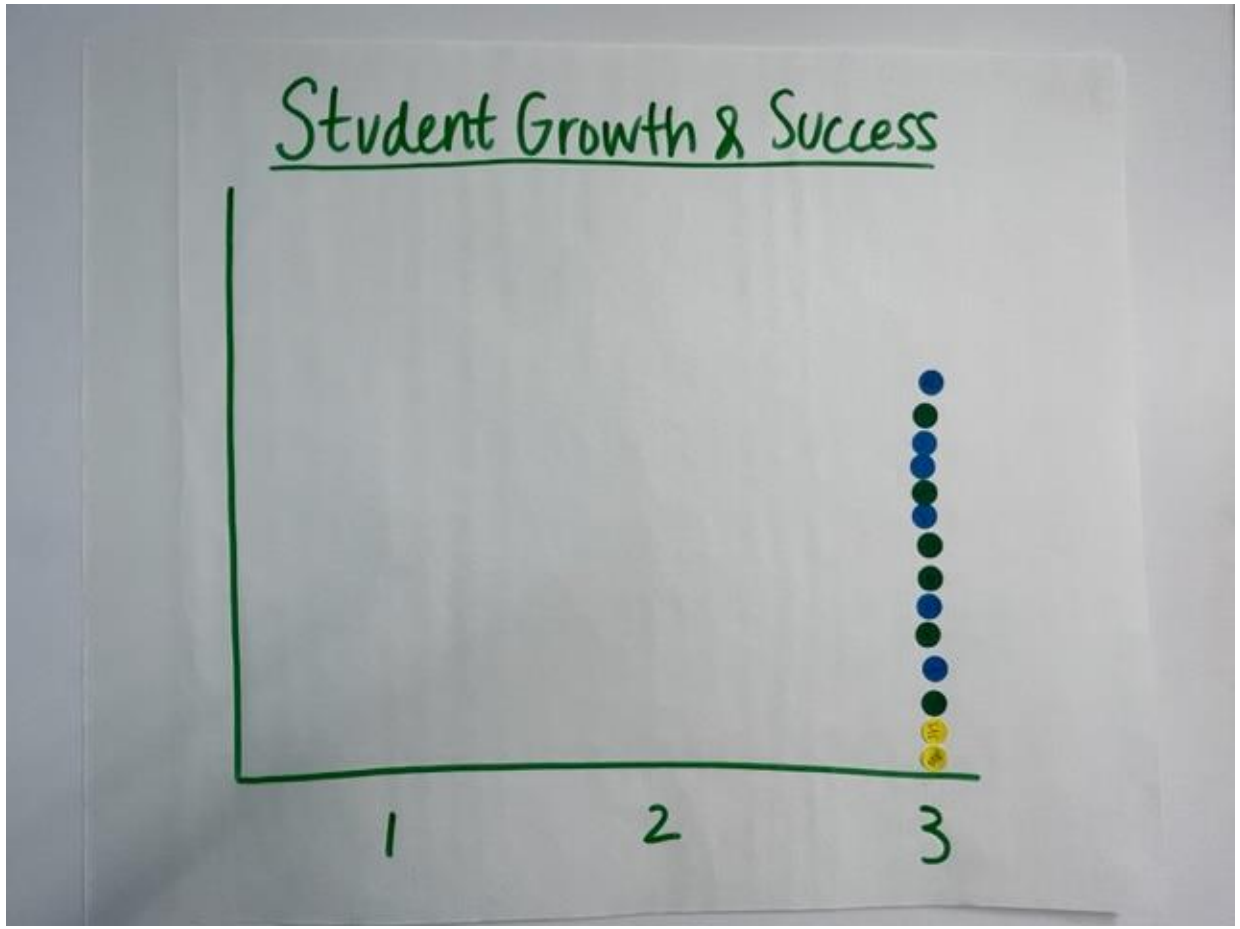
STRATEGIC PRIORITY- CONSENSOGRAM



LEVELS OF AGREEMENT

1. I do not support the statement
2. I can live with and support the statement
3. I fully support the statement

Student Growth and Success Consensogram



CONSENSOGRAM GENERATED AFTER DISCUSSION OF STUDENT GROWTH AND SUCCESS PRIORITY DRAFT AND PROPOSALS

Steps Followed to Build Consensus

1. Steering Committee's Draft Presented
2. 2nd Draft based on Community Engagement Presented
3. Steering Committee Discussion Facilitated by RTI -
4. Steering Committee Consensogram as recorded

DECISION 4 – 50 MINUTES

STRATEGIC PRIORITY

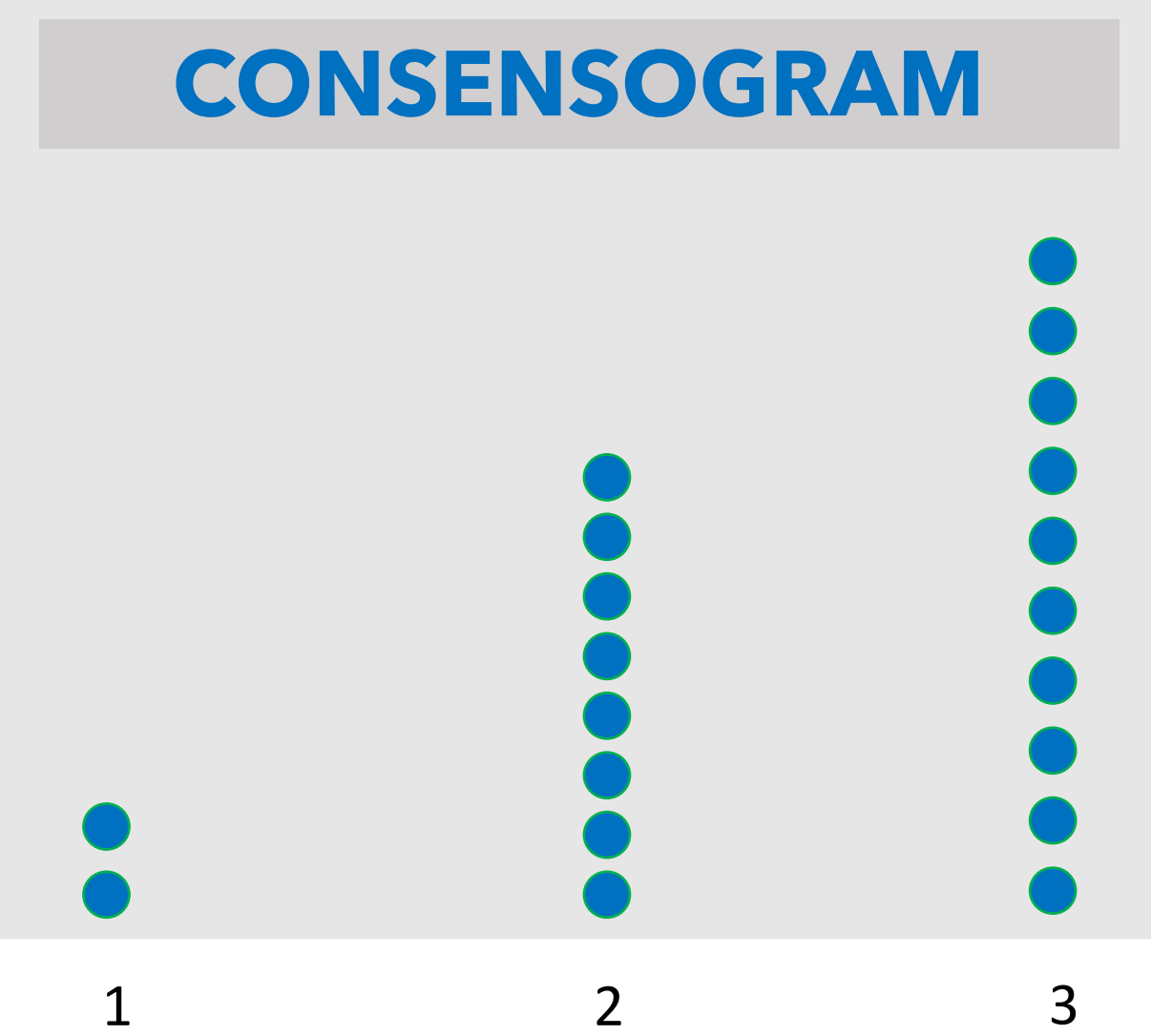
DRAFT STRATEGIC PRIORITY (From Steering Committee)	REVISIONS Informed by Community (Questionnaire #2)
STUDENT WELL BEING In partnership with families and students, create an inclusive, safe, and supportive learning environment that fosters all students' intellectual, physical, mental, and social-emotional growth and well-being.	STUDENT WELL BEING In partnership with families, staff, and students, APS will create inclusive, safe, and supportive learning environments that foster all students' intellectual, physical, mental, and social-emotional growth and well-being. **In partnership with families, staff, and students, APS will create inclusive, safe, and supportive learning environments that foster all students' intellectual, physical, and social-emotional growth and well-being.**

RATIONALE

- Adds consistent language placing responsibility for these goals on the school division

DECISION 4 – 50 MINUTES

STRATEGIC PRIORITY- CONSENSOGRAM



LEVELS OF AGREEMENT

1. I do not support the statement
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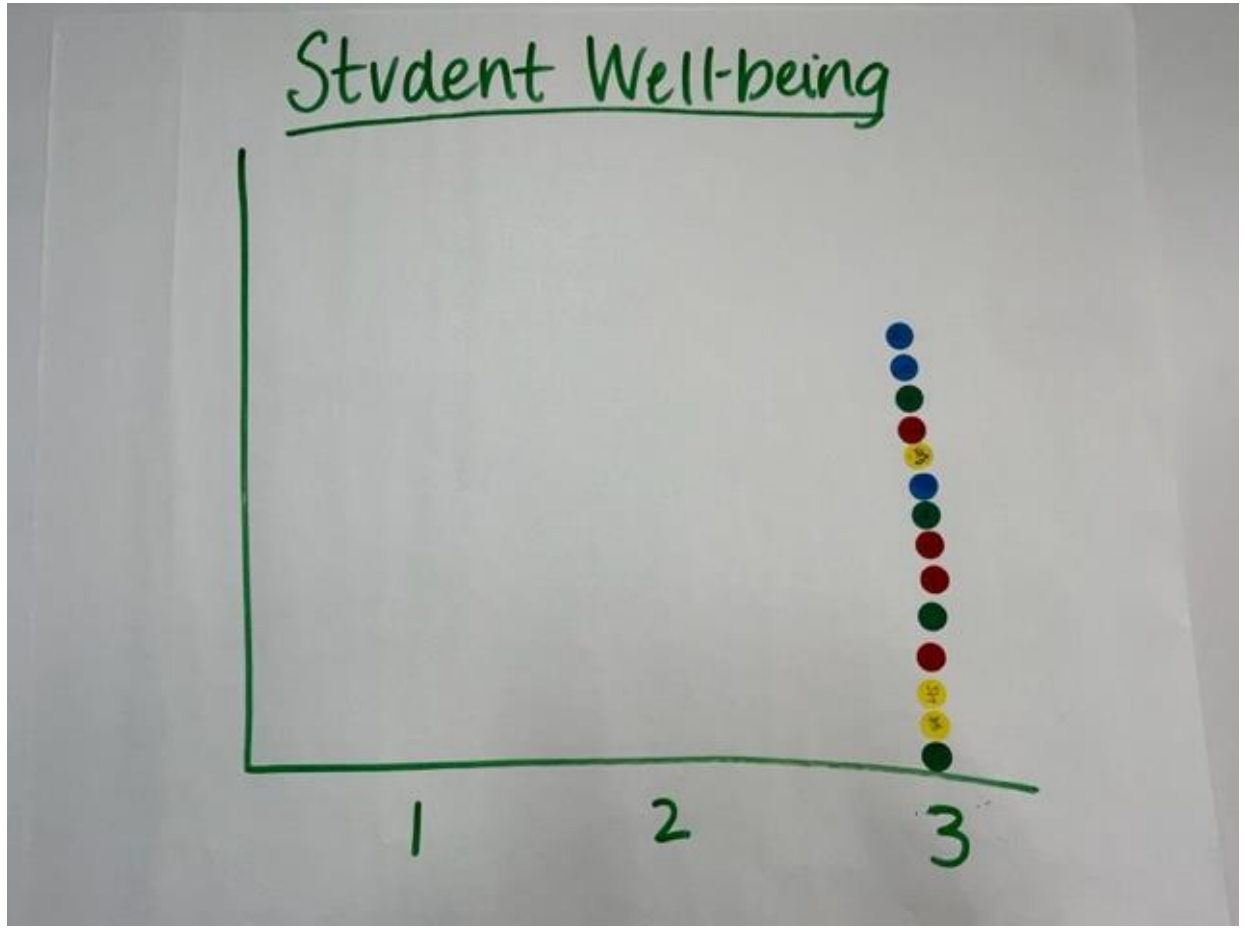
Student Well Being Consensogram



CONSENSOGRAM GENERATED AFTER DISCUSSION OF STUDENT WELL-BEING PRIORITY DRAFT AND PROPOSALS

Steps Followed to Build Consensus

1. Steering Committee's Draft Presented
2. 2nd Draft based on Community Engagement Presented
3. Steering Committee Discussion Facilitated by RTI -
4. Steering Committee Consensogram as recorded

DECISION 4 – 50 MINUTES

STRATEGIC PRIORITY

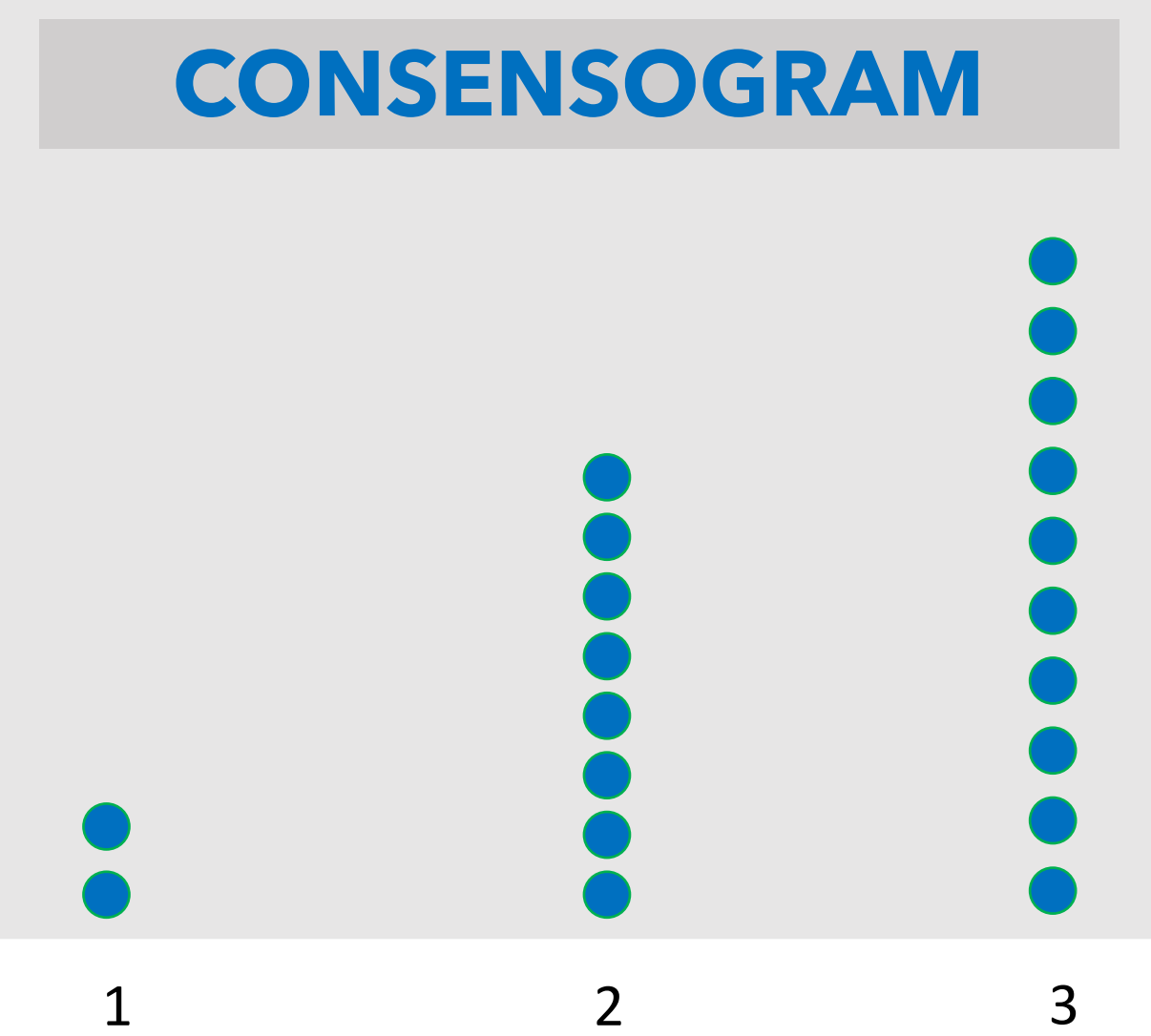
DRAFT STRATEGIC PRIORITY (From Steering Committee)	REVISIONS Informed by Community (Questionnaire #2)
STUDENT-CENTERED WORKFORCE Support and invest in a culture that attracts and retains skilled, talented, and effective staff.	STUDENT-CENTERED WORKFORCE APS will support and invest in a culture that attracts and retains, skilled, talented, and effective staff committed to student success and well-being. **APS will** support and invest in a culture that attracts and retains skilled, talented, and effective staff **committed to student success and wellbeing**.

RATIONALE

- Adds consistent language placing responsibility for these goals on the school division
- Added "Staff" to reflect the critical role they play in supporting student well-being
- Added "committed to student success and well-being" to reflect feedback to connect workforce with student outcomes

DECISION 4 – 50 MINUTES

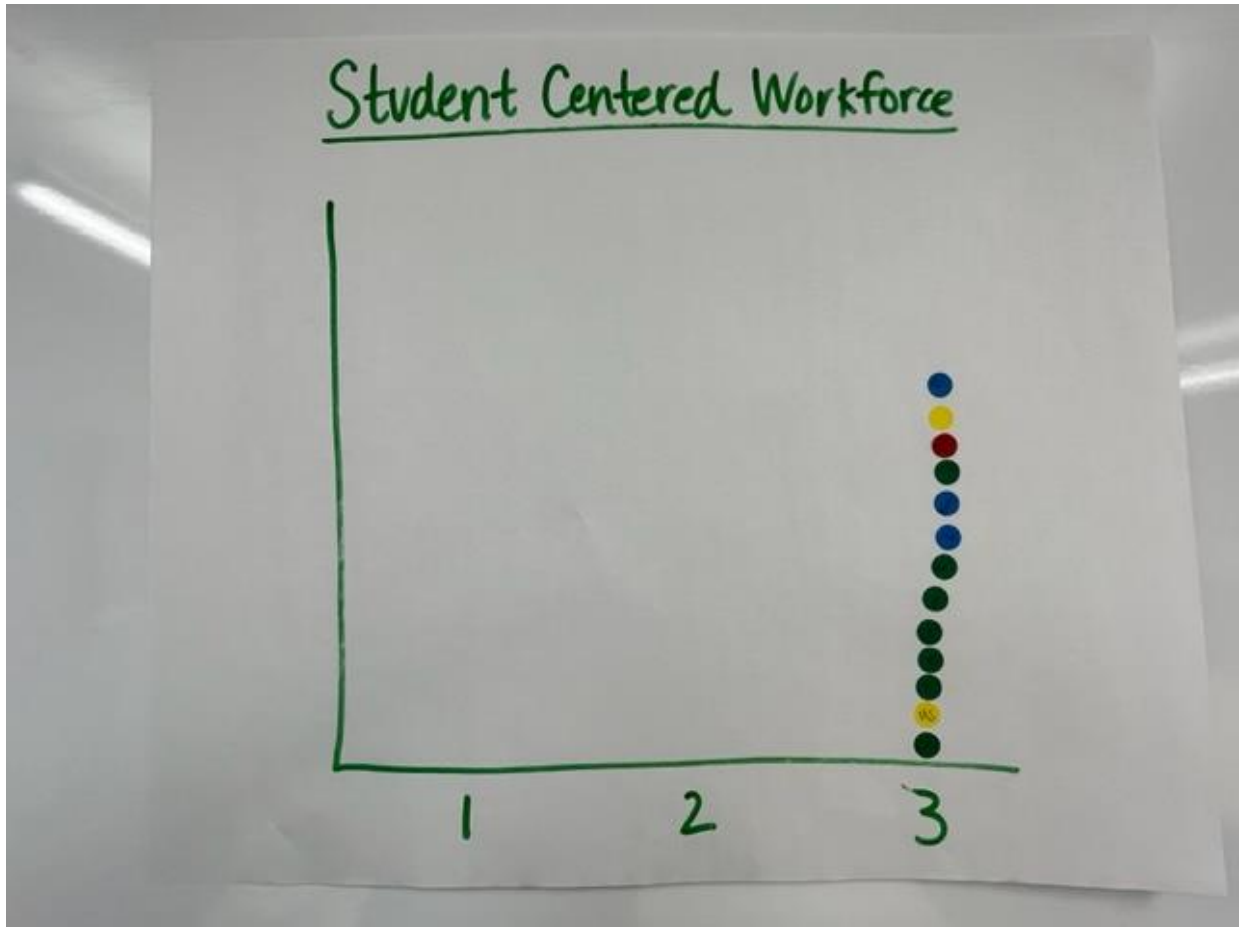
STRATEGIC PRIORITY- CONSENSOGRAM



LEVELS OF AGREEMENT

1. I do not support the statement
2. I can live with and support the statement
3. I fully support the statement

Student Centered Workforce Consensogram



CONSENSOGRAM GENERATED AFTER DISCUSSION OF STUDENT CENTERED WORKFORCE PRIORITY DRAFT AND PROPOSALS

Steps Followed to Build Consensus

1. Steering Committee's Draft Presented
2. 2nd Draft based on Community Engagement Presented
3. Steering Committee Discussion Facilitated by RTI -
4. Steering Committee Consensogram as recorded

DECISION 4 – 50 MINUTES

STRATEGIC PRIORITY

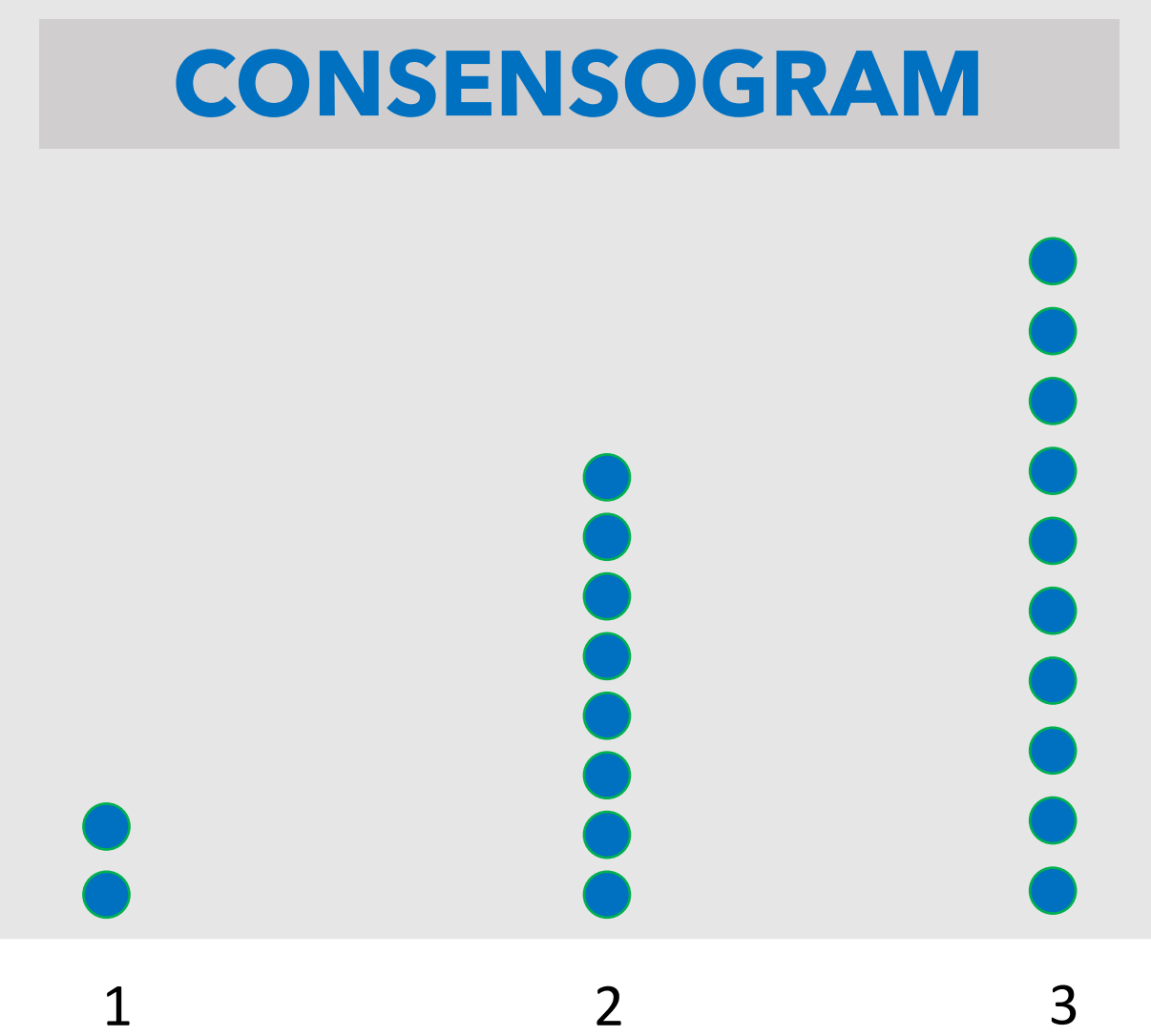
DRAFT STRATEGIC PRIORITY (From Steering Committee)	REVISIONS Informed by Community (Questionnaire #2)
OPERATIONAL EXCELLENCE Implement efficient and effective system-wide operations to support Arlington's community, student and staff success.	OPERATIONAL EXCELLENCE APS will implement efficient and effective system-wide operations to support *student, staff, and community success.* **APS will plan and** implement efficient and effective system-wide operations to support *student, staff, and community success.*

RATIONALE

- Adds consistent language placing responsibility for these goals on the school division
- Reflects steering committee charge and feedback to prioritize students

DECISION 4 – 50 MINUTES

STRATEGIC PRIORITY- CONSENSOGRAM



LEVELS OF AGREEMENT

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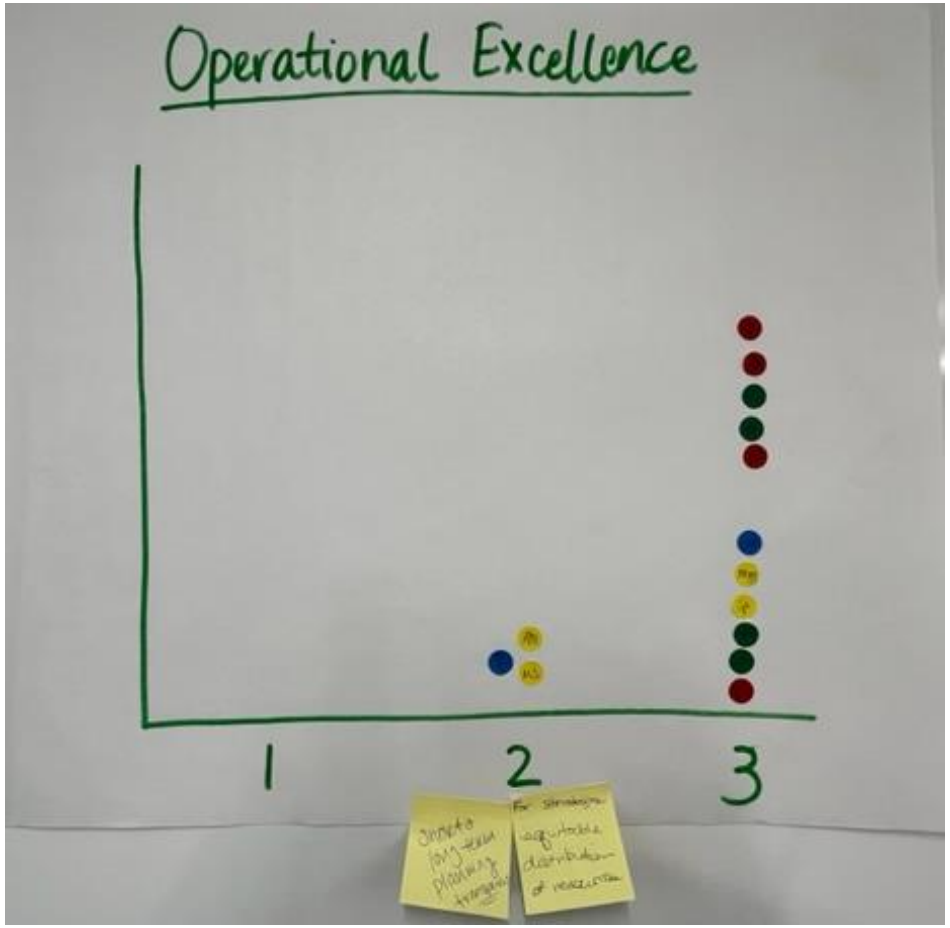
Operational Excellence Consensograom



CONSENSOGRAM GENERATED AFTER DISCUSSION OF OPERATIONAL EXCELLENCE PRIORITY DRAFT AND PROPOSALS

Steps Followed to Build Consensus

1. Steering Committee's Draft Presented
2. 2nd Draft based on Community Engagement Presented
3. Steering Committee Discussion Facilitated by RTI -
4. Steering Committee Consensogram as recorded

DECISION 4 – 50 MINUTES

STRATEGIC PRIORITY

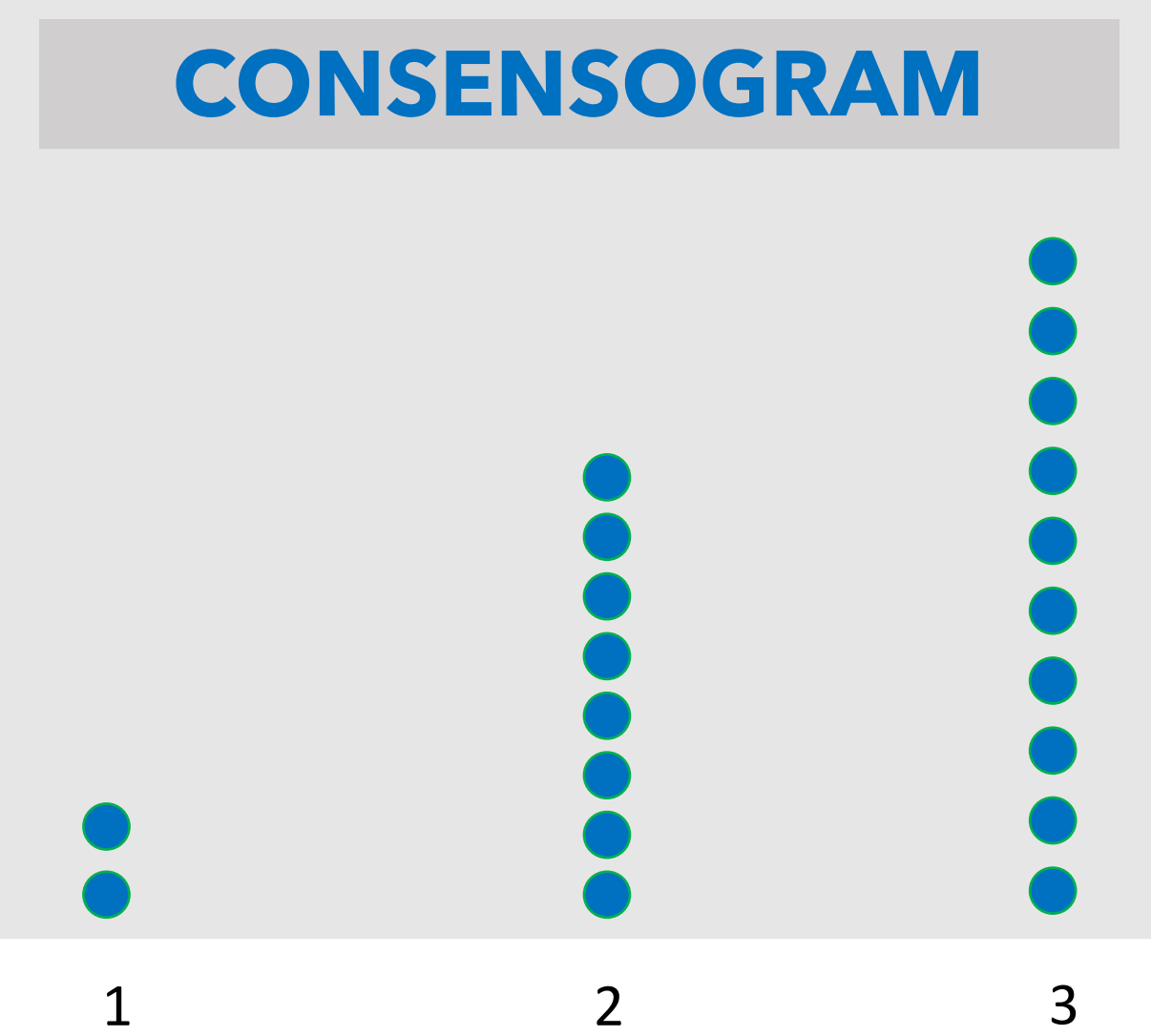
DRAFT STRATEGIC PRIORITY (From Steering Committee)	REVISIONS Informed by Community (Questionnaire #2)
PARTNERSHIPS Strengthen and develop partnerships built on trust that support students.	STUDENT, FAMILY, & COMMUNITY PARTNERSHIPS APS will strengthen and develop partnerships built on trust with students, families, and the community to support student learning.

RATIONALE

- Adds consistent language placing responsibility for these goals on the school division
- Reflects feedback to add clarity to what "partnerships" APS is referring
- Reflects feedback to add specificity to what partnerships are established/ strengthened to support

DECISION 4 – 50 MINUTES

STRATEGIC PRIORITY- CONSENSOGRAM



LEVELS OF AGREEMENT

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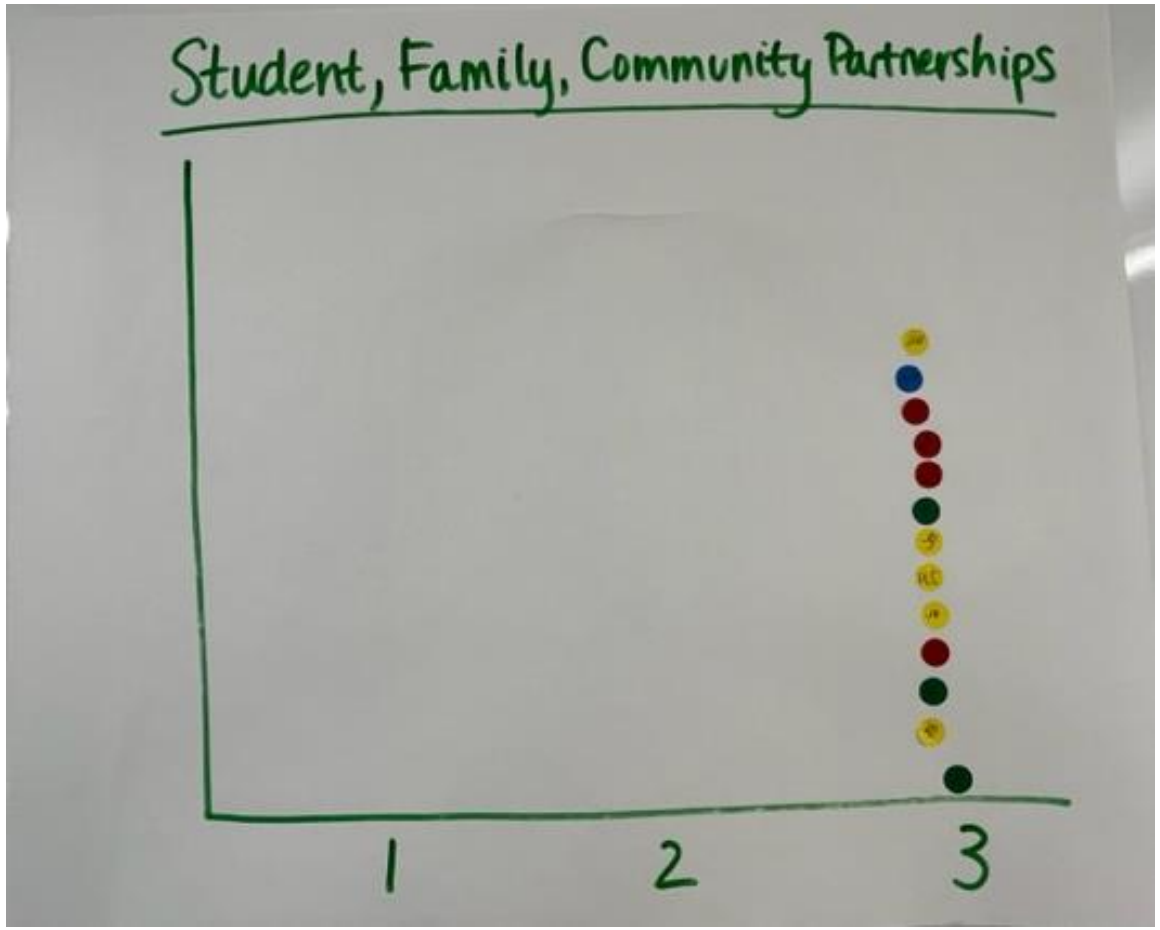
Partnerships Consensogram



CONSENSOGRAM GENERATED AFTER DISCUSSION OF PARTNERSHIPS PRIORITY DRAFT AND PROPOSALS

Steps Followed to Build Consensus

1. Steering Committee's Draft Presented
2. 2nd Draft based on Community Engagement Presented
3. Steering Committee Discussion Facilitated by RTI -
4. Steering Committee Consensogram as recorded

CORE VALUE ADDITION: INTEGRITY

10-minutes

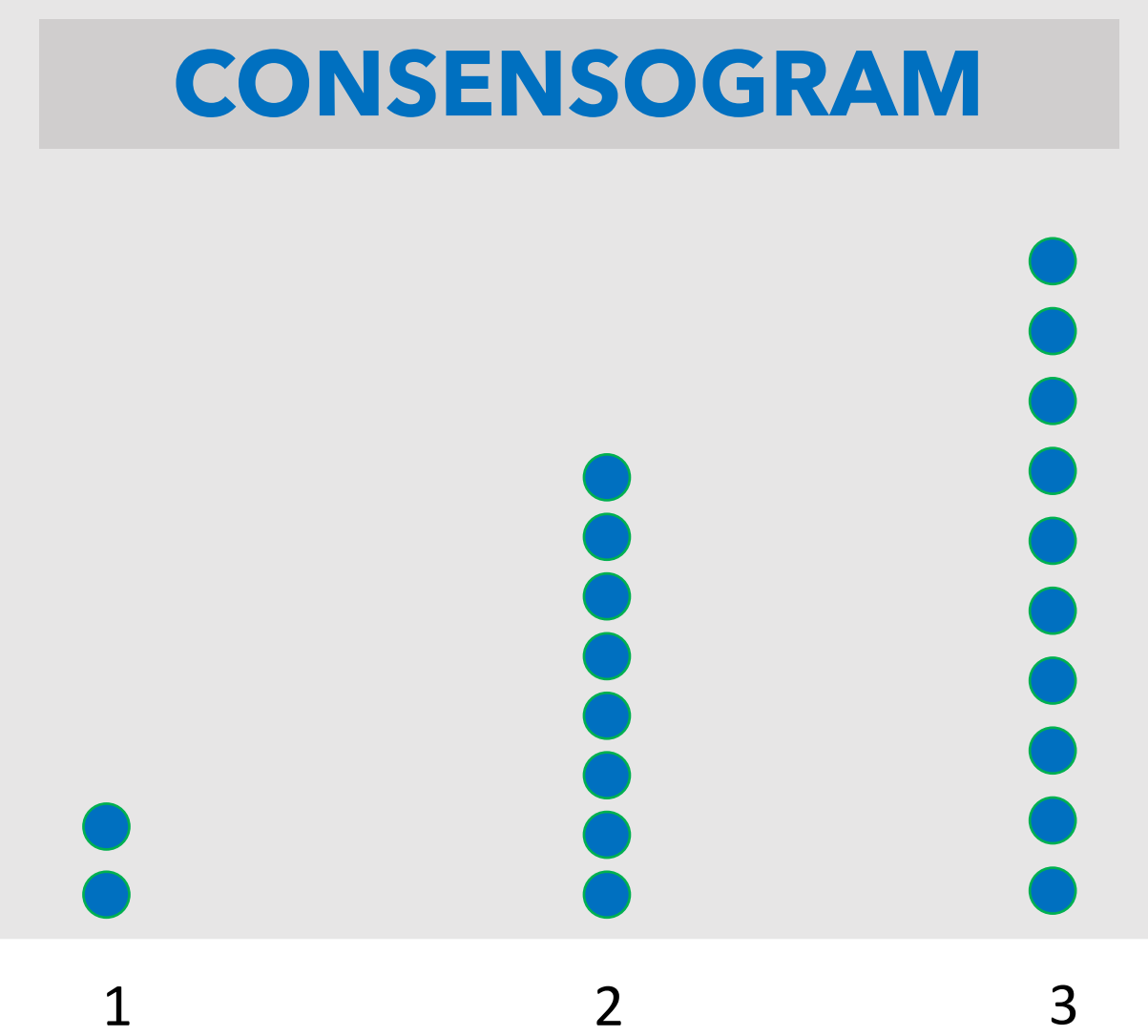
DRAFT CORE VALUES (From Steering Committee)	REVISIONS Informed by Community (Questionnaire #2)
INTEGRITY	INTEGRITY We believe that we build trust by acting honestly, openly, ethically, and respectfully. **We believe in building trust by acting honestly, openly, ethically, and respectfully.**

RATIONALE

- Added "We believe that we" to the beginning of each to reflect feedback that suggested the values were written more like goals
- This value is being re-considered based on the misunderstanding at the October 14, 2023 Steering Committee work session

CORE VALUE ADDITION: INTEGRITY

10-minutes



LEVELS OF AGREEMENT

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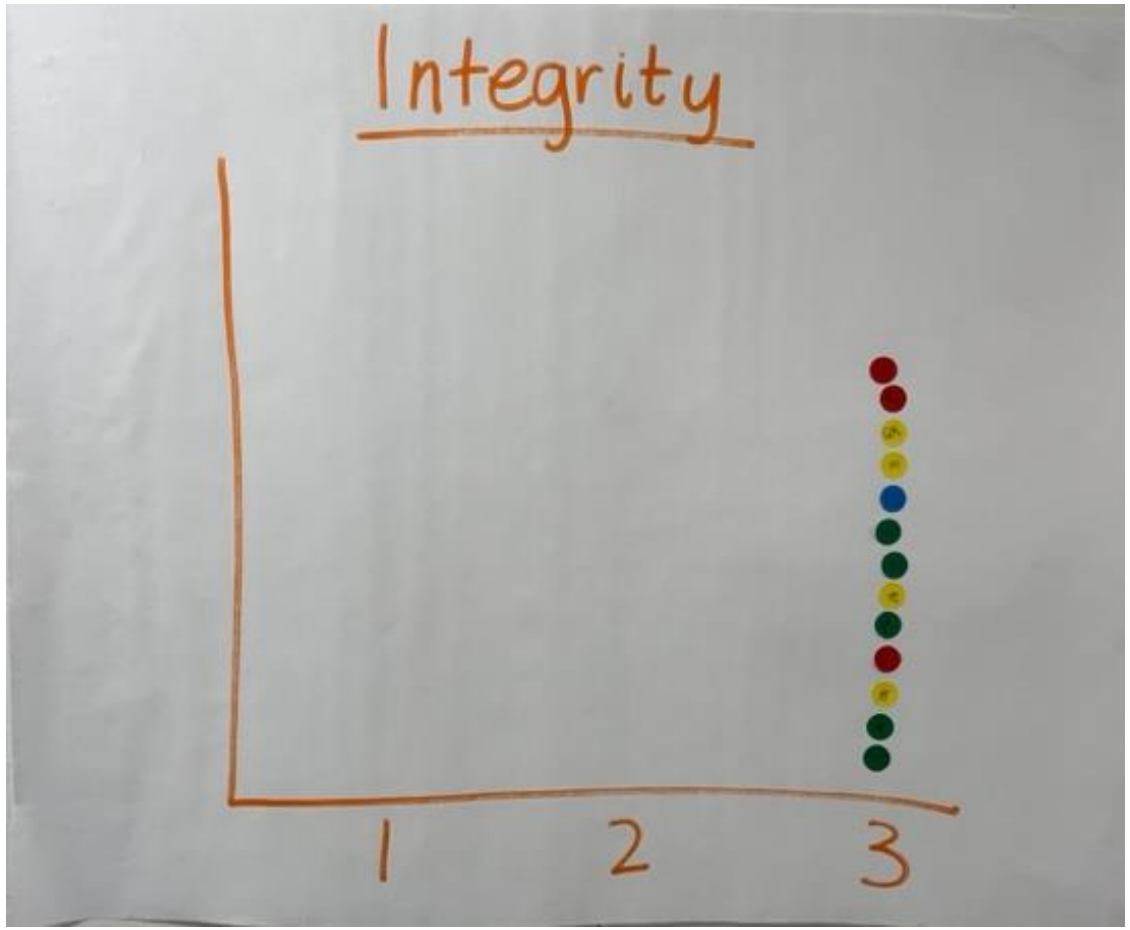
Integrity Consensogram



CONSENSOGRAM GENERATED AFTER DISCUSSION OF INTEGRITY CORE VALUE (ADDITION) DRAFT AND PROPOSALS

Steps Followed to Build Consensus

1. Steering Committee's Draft Presented
2. 2nd Draft based on Community Engagement Presented
3. Steering Committee Discussion Facilitated by RTI -
4. Steering Committee Consensogram as recorded

DECEMBER 14, 2023 MEETING - PREVIEW

Objective: Begin Strategic Plan Development Part 2: Implementation and Monitoring

- Phase 1 Community Feedback and 2024-2030 Strategic Priorities
  - Themes Aligned to Strategic Priorities
    - Performance Objectives
    - Strategies
    - Measures
    - Key Performance Indicators
- Review 2022-2028 Strategic Plan Implementation and Monitoring Elements

MEETING EVALUATION

November 8, 2023

PLUS (+)	DELTA (Δ)
• Suggestions ahead of time which were evidence (data)-based • Flexibility of meeting structure • Facilitation • Table facilitation • Clear process (consensogram) • Read thru with framework to capture the feedback • Chairs contribution to the meeting agenda, organization, approach and information to the steering committee ahead of time • Editing in real time with the whole group	• Time for more meeting (more meetings or longer time span for each meeting) • Incorporate students throughout the process (not only the staff