



Dual Language: Superintendent's Recommendations & Task Force

REVISED 6/10/25

June 10, 2025

Dr. Mike Lubelfeld, Superintendent

Dr. Monica Schroeder, Deputy Superintendent

DR. SONIA SOLTERO'S RECOMMENDATIONS

1. **Prioritize English Learner Needs:** Formally elevate the educational needs of Spanish language English Learners through explicit prioritization in district and school planning, policies, resource allocation, teacher recruitment/retention, professional development, family engagement, curriculum, and assessment.
2. **Program Redesign to 80-20 Model:** Consider shifting the dual language program from a 50-50 model to an 80-20 model, citing research that suggests academic, biliterate, and socio-cultural advantages for both English Learners and English-dominant speakers due to increased exposure to Spanish in early grades. Recommend a comprehensive review and needs assessment to create a five-year improvement strategic plan.
3. **School Climate and Culture Reset at Oak Terrace:** Undertake a systemic effort to bolster Oak Terrace's standing and shift from a deficit-based narrative to an asset-based mindset, both within the school and the broader community. This involves strategies to improve climate-culture, foster stronger relationships, increase integration of diverse families and students, and celebrate the school's strengths.
4. **Phased Consolidation Plan to Oak Terrace:** Consider a phased consolidation of the dual language program from two schools into Oak Terrace, citing declining enrollments, particularly among native Spanish speakers. The proposed transition would begin in 2026-2027 by suspending kindergarten enrollment at Red Oak and allowing existing students to remain for two years, with full consolidation at Oak Terrace by 2029-2030. This plan involves increasing kindergarten and first-grade classrooms at Oak Terrace.

ADMINISTRATION'S RECOMMENDATIONS

1. **Prioritize English Learner Needs:** Formally elevate the educational needs of Spanish language English Learners through explicit prioritization in district and school planning, policies, resource allocation, teacher recruitment/retention, professional development, family engagement, curriculum, and assessment.
 - **ACCEPT DR. SOLTERO'S RECOMMENDATION**
 - **Launch a task force to focus on student success, family engagement, and facilities and operations. The task force will advise the superintendent and deputy superintendent who will then make recommendations to the board in May 2026.**
2. **Program Redesign to 80-20 Model:** Consider shifting the dual language program from a 50-50 model to an 80-20 model, citing research that suggests academic, biliterate, and socio-cultural advantages for both English Learners and English-dominant speakers due to increased exposure to Spanish in early grades. Recommend a comprehensive review and needs assessment to create a five-year improvement strategic plan.
 - **PARTIALLY ACCEPT ACCEPT DR. SOLTERO'S RECOMMENDATION - Seek Further Review**
 - **Conduct an official Request for Proposal (RFP) and engage a third party to conduct a thorough K-5 program assessment and evaluation, inclusive of staff's input on the 80/20 model, to be conducted in the 2025-2026 school year.**

ADMINISTRATION'S RECOMMENDATIONS

3. **School Climate and Culture Reset at Oak Terrace:** Undertake a systemic effort to bolster Oak Terrace's standing and shift from a deficit-based narrative to an asset-based mindset, both within the school and the broader community. This involves strategies to improve climate-culture, foster stronger relationships, increase integration of diverse families and students, and celebrate the school's strengths.
 - **ACCEPT DR. SOLTERO'S RECOMMENDATION**
 - **Address culture reset through the launch of the task force to foster stronger relationships.**
 - **Post consolidation, a co-principal and associate principal leadership model will occur at Oak Terrace to support integration.**

4. **Phased Consolidation Plan to Oak Terrace:** Consider a phased consolidation of the dual language program from two schools into Oak Terrace, citing declining enrollments, particularly among native Spanish speakers. The proposed transition would begin in 2026-2027 by suspending kindergarten enrollment at Red Oak and allowing existing students to remain for two years, with full consolidation at Oak Terrace by 2029-2030. This plan involves increasing kindergarten and first-grade classrooms at Oak Terrace.
 - **PARTIALLY ACCEPT ACCEPT DR. SOLTERO'S RECOMMENDATION WITH A REVISED TIMELINE**
 - **SY 26-27: Enroll all dual language kindergarten at Oak Terrace.**
 - **SY 27-28: Move preschool to Green Bay in order to maintain sections together and allow for inclusive opportunities for students who need to access the structured classrooms.**
 - **SY 27-28: At the start of the school year, fully consolidate K-5 dual language schools.**

WHY A TASK FORCE MATTERS

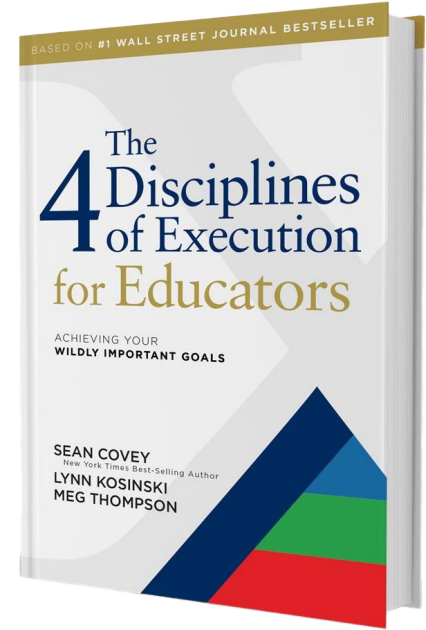
- Prioritize English Learner success and equity
- Addresses consolidation strategically
- Ensure program excellence and sustainability
- Build trust through inclusive engagement

WILDLY IMPORTANT GOAL (WIG)

From August 2025 through April 2026, concluding with a formal report to the Board of Education in May 2026, the Superintendent's Task Force will design and launch a comprehensive stakeholder-informed implementation plan for the phased consolidation of the K-5 dual language program into Oak Terrace, ensuring the plan is inclusive and cultivates trust and engagement across the K-5 dual language program community.

FOUR DISCIPLINES OF EXECUTION 4DX FRAMEWORK - STRATEGY EXECUTION FRAMEWORK

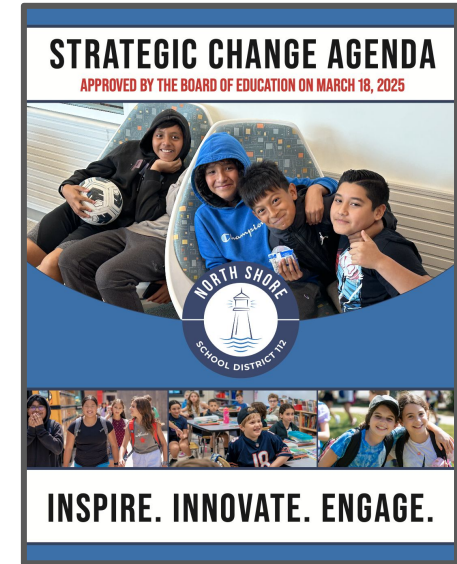
1. **Focus on the WIG (Widely Important Goal)** – Prioritizes what matters most.
2. **Act on Lead Measures** – Engagement sessions, needs assessment, feedback (surveys).
3. **Keep a Scoreboard** – Visual dashboard and communication updates.
4. **Cadence of Accountability** – Monthly meetings, superintendent reports, board updates.



ALIGNMENT TO STRATEGIC CHANGE AGENDA

Goal #2 Develop Relationships and Partnerships

- Inclusive two-way communication
- Multilingual outreach
- Family engagement
- Community-integrated input



TASK FORCE STRUCTURE

- Diverse representation: school leaders, teachers, district office leaders, parents/guardians, board members
- Monthly meetings: beginning October 2025 through April 2026
- Subcommittees:
 1. **Student Success:** Goal Area 1: Focus on Student Success and Well-Being; Goal Area 3: Focus on Attracting, Developing, and Retaining Quality Staff By Using Resources Strategically and Flexibly
 2. **Family Engagement:** Goal Area 2: Develop Relationships and Partnerships
 3. **Facilities/Operations:** Goal Area 2: Develop Relationships and Partnerships; Goal Area 3: Focus on Attracting, Developing, and Retaining Quality Staff By Using Resources Strategically and Flexibly

SUBCOMMITTEE: STUDENT SUCCESS

The subcommittee will maintain a focus on prioritizing the academic success and socio-emotional well-being of our Spanish dominant learners and provide insights, feedback, and suggestions for selecting a third party to conduct an audit/assessing the current program with recommendations for future staffing considerations, class size, professional development, and resources sought for the potential of implementing the phasing in of the 80/20 instruction model or strengthening the current 50/50 model.

In order to plan for FY27, the subcommittee will review current professional development and survey staff to identify future needs. In addition, assessing the staff for potential of the phasing of the 80/20 instruction model to seek the staff's language stamina and interests in teaching 80/20 K-2 in the future.

SUBCOMMITTEE: STUDENT SUCCESS

This subcommittee will be led by the Assistant Superintendent for Teaching and Learning. Members will include the Director of Multilingual Learners, the principals at Oak Terrace and Red Oak, and voluntary staff from Oak Terrace and Red Oak. This subcommittee ties in with [Strategic Change Agenda Goals #1 and 3](#). Tasks will include:

- Selecting a third party to conduct a needs assessment and audit of the program to be completed by April 2026
- Assess current resources to support the potential curricular shift from 50/50 to 80/20
 - ELA and SLA
 - Math and SS
 - Science and SEL
- Review current professional development opportunities and survey staff to identify needs for FY27
- Assess current staff to understand the language stamina and needs to potentially staff K-2 for 80/20 instruction model

SUBCOMMITTEE: FAMILY ENGAGEMENT

The subcommittee will provide insights, feedback, and suggestions for activities for transitioning students and families into Oak Terrace in a thoughtful manner. The subcommittee will create of survey/focus group questionnaire to understand intentions of current K-5 dual language families (1) whether they plan to enroll their future children in the dual language program at Oak Terrace (2) whether the remaining ones at Red Oak, plan to remain in the dual language program post-consolidation at Oak Terrace. The committee will plan family engagement sessions that include tours of the school for students and families to visit the Oak Terrace learning and play spaces. The committee will also thoughtfully create an onboarding mechanism to communicate and support new families (kindergarten and beyond) into the program throughout the phased consolidation.

SUBCOMMITTEE: FAMILY ENGAGEMENT

This subcommittee will be led by the Assistant Superintendent for Student Services. Members will include the Director of Communications and Community Engagement, family engagement specialists, a school leader from Oak Terrace, voluntary staff from Oak Terrace and Red Oak, volunteer families currently from OT/RO, and a board member. This subcommittee ties in with [Strategic Change Agenda Goal #2](#). Tasks will include:

- Review current family engagement opportunities at each school; investigate traditions that are important
 - Considerations for combining RO/OT events at OT; survey students
- Review extracurricular activities at each school; identify gaps and investigate new opportunities
 - Considerations for combining OT/RO activities at OT ie. Chess Club; survey students
- Consider ways to onboard kindergarten and new families into the program
- Create surveys/questionnaires to gather input from families on intentions of participation in the DL Program throughout phases of consolidation and post
- Plan family engagement sessions that include tours of the school for students and families to visit the Oak Terrace learning and play spaces

SUBCOMMITTEE: FACILITIES/OPERATIONS

The subcommittee will provide insights, feedback, and suggestions for the consideration of the redesign of the outdoor playspace at Oak Terrace, redesign of the old front office area, the lounge/workroom, and other areas.

SUBCOMMITTEE: FACILITIES/OPERATIONS

This subcommittee will be led by the Executive Director of Technology and Operations. Members will include the Director of Operations, Assistant Superintendent for Business Services, a school leader from Oak Terrace, voluntary staff from Oak Terrace and Red Oak, volunteer families currently from Oak Terrace and Red Oak, and a board member. In addition, support from Wight & Co will be sought. This subcommittee ties in with [Strategic Change Agenda Goals #2 and 3](#). Tasks will include:

- Identify needs for the redesign of the outdoor playspace for renovation
 - Survey students, staff, and families
- Input for redesign of the front area of the school (old office) and potentially the lounge/workroom
- Review the furniture needs at Oak Terrace in line with the renovated K-5 schools
- Conduct a gap analysis between the renovated K-5 buildings and Oak Terrace

K-5 Dual Language ENROLLMENT/SECTIONS*

25-26 Grades K-5 Sections at Red Oak: 11

25-26 Grades K-5 Sections at Oak Terrace: 15 **26 total K-5 DL sections**

Projecting 26-27 Grades 1-5 Sections at Red Oak: 9

Projecting 26-27 Grades K-5 Sections at Oak Terrace: 15 **24 total K-5 DL sections**

Projecting 27-28 Grades K-5 Sections at *Consolidated* Oak Terrace: 22

Grades K-1 at 3 sections, and Grades 2-5 at 4 sections **22 sections total K-5**

Number of Grade Level Classrooms at Oak Terrace: 30 classrooms

***THESE ESTIMATES ARE BASED ON 6/2/2025 ENROLLMENT DATA**

Enrollment & Sections subject to change

FACTS ON ANTICIPATED CLASS SIZE

2025-2026			
Red Oak			
GR	Homeroom		Avg.
K		23	
K	Grade Total	23	23
1		19	
1		20	
1	Grade Total	39	19.5
2		18	
2		18	
2	Grade Total	36	18
3		22	
3		22	
3	Grade Total	44	22
4		16	
4		16	
4	Grade Total	32	16
5		18	
5		18	
5	Grade Total	36	18
	Total	210	

2026-2027			
Red Oak			
GR	Homeroom		Avg.
K			
K	Grade Total	0	
1		23	
1	Grade Total	23	23
2		19	
2		20	
2	Grade Total	39	19.5
3		18	
3		18	
3	Grade Total	36	18
4		22	
4		22	
4	Grade Total	44	22
5		16	
5		16	
5	Grade Total	32	16
	Total	174	

2025-2026			
Oak Terrace			
GR	Homeroom		Avg.
K		20	
K		20	
K		21	
K	Grade Total	61	20.33
1		21	
1		22	
1	Grade Total	43	21.5
2		21	
2		21	
2	Grade Total	42	21
3		21	
3		22	
3	Grade Total	43	21.5
4		17	
4		17	
4		18	
4	Grade Total	52	17.33
5		19	
5		19	
5		20	
5	Grade Total	58	19.33
	Total	299	

2026-2027			
Oak Terrace			
GR	Homeroom		Avg.
K		21	
K		21	
K		21	
K	Grade Total	63	21
1		20	
1		20	
1		21	
1	Grade Total	61	20.33
2		21	
2		22	
2	Grade Total	43	21.5
3		21	
3		21	
3	Grade Total	42	21
4		21	
4		22	
4	Grade Total	43	21.5
5		17	
5		17	
5		18	
5	Grade Total	52	17.33
	Total	304	

FACTS ON ANTICIPATED CLASS SIZE SY 27-28 AT CONSOLIDATED OAK TERRACE

2027-2028			
Oak Terrace			
GR	Homeroom		Avg.
K		21	
K		21	
K		21	
K	Grade Total	63	21
1		21	
1		21	
1		21	
1	Grade Total	63	21
2		21	
2		21	
2		21	
2		21	
2	Grade Total	84	21

3		20	
3		20	
3		21	
3		21	
3	Grade Total	82	20.5
4		19	
4		19	
4		20	
4		20	
4	Grade Total	78	19.5
5		21	
5		22	
5		22	
5		22	
5	Grade Total	87	21.75
	Total	457	

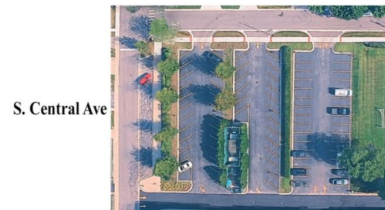
AVAILABLE PARKING AT OAK TERRACE

**SY 24-25 Red Oak
Staff =40**

**SY 24-25 Oak Terrace
K-5 Staff = 53**

SY 24-25 Total 93 staff

70 Spaces
Oakridge Ave



12 Spaces
3 ADA
S. Central Ave



18 Spaces
Prarie Ave

**100 Spaces Total
(3 ADA)**

TIMELINE FOR TASK FORCE

- ❖ August 2025 Invitation to Join
 - September Selection of Task Force - Made by the cabinet
- ❖ October Initial Meeting: October 23, 2025 (6:30-8:30 pm)
 - **Operations and Facilities Monthly Subcommittee Meetings** 6:30-7:30 p.m.: November 6, December 11, January 15, February 12, March 12
 - **Family Engagement Monthly Subcommittee Meetings** 6:30-7:30 p.m.: November 6, December 11, January 15
- ❖ Family Engagement Sessions (January - March 2026)
- ❖ April Final Meeting: April 16, 2026 (6:30-8:30 pm)
- ❖ Superintendent and Deputy Superintendent present report and recommendations from the subcommittees to the board of education in May 2026

NEXT STEPS

- Invitation to apply for the Task Force **will be sent in August**
- Select volunteers in September 2025
- Launch Task Force in October 23, 2025 (6:30-8:30 pm)
 - a. Subcommittee launch in November 2025
 - b. Family Engagements begin in January 2026
- Superintendent and Deputy Superintendent's report to the board in May 2026



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NORTH SHORE

SCHOOL DISTRICT 112

Section 1 of 2

SUPERINTENDENT'S TASK FORCE FOR DUAL LANGUAGE CONSOLIDATION RSVP

B *I* U [Link](#)

Drs. Lubelfeld and Schroeder have created a Superintendent's Task Force for Dual Language Program Consolidation. This task force will be advisory in nature and provide the superintendent and deputy superintendent with information that will allow them to make thoughtful recommendations to the board of education.

This task force will be focused on achieving a **Wildly Important Goal (WIG)**: *From August 2025 through April 2026, concluding with a formal report to the Board of Education in May 2026, the Superintendent's Task Force will design and launch a comprehensive stakeholder-informed implementation plan for the phased consolidation of the K-5 dual language program into Oak Terrace, ensuring the plan is inclusive and cultivates trust and engagement across the dual language program community.*

We are seeking participants from Red Oak and Oak Terrace for three key groups (you are only able to participate in one of the groups). If you are a current staff member at Red Oak or Oak Terrace, or have a current child enrolled in K-5 at either Red Oak or Oak Terrace, we ask that you complete this form and join a subcommittee:



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NORTH SHORE
SCHOOL DISTRICT 112

Superintendent's Task Force (all members of subcommittees come together to form this group)

- Two Meetings: October 23, 2025 and April 16, 2026 from 6:30-8:30 p.m. in addition to subcommittee meetings (see below).
- These sessions are focused on launching the work of the three subcommittees and reviewing the considerations as a result of their findings. A large, diverse team of teachers, students, principals, central office staff, board members, and families representatives will work together.

I'm interested in being on the task force & a subcommittee. *

You are required to attend both Task Force Meetings: October 23, 2025 and April 16, 2026 (6:30-8:30 pm), in addition to the subcommittee meetings that you selected.

- ☐ Student Success (open to Red Oak and Oak Terrace Staff Only)
- ☐ Family Engagement; Meetings 6:30-7:30 pm: November 6, December 11, January 15
- ☐ Facilities and Operations: Meetings 6:30-7:30 pm: November 6, December 11, January 15, February 12, March 12
- ☐ I cannot attend these events, but please keep me informed

Student Success Subcommittee

(Oak Terrace and Red Oak Staff Only)

At least (3) meetings that will occur during the school day.

This subcommittee will be led by the Assistant Superintendent for Teaching and Learning. Members will include the Director of Multilingual Learners, a school leader from Oak Terrace, the principal of Red Oak, and voluntary staff from Oak Terrace and Red Oak. This subcommittee ties in with [Strategic Change Agenda Goals #1 and 3.](#)

Tasks will include:

- Selecting a third party to conduct a needs assessment and audit of the program to be completed by April 2026.
- Review current professional development opportunities and survey staff to identify needs for FY27.
- Assess current staff to understand the language stamina and needs to staff K-2 for the potential shift to a 80/20 instruction model.
- Assess current resources to support the potential curricular shift from 50/50 to 80/20 (ELA and SLA, Math and SS, Science and SEL).

This subcommittee, comprising 15 members, will include participants representing the following groups: (11) staff from Oak Terrace and Red Oak, (2) principals from Oak Terrace and Red Oak, and (2) central office staff.

Family Engagement Subcommittee

(Staff from Oak Terrace and Red Oak, families of current K-5 students from Oak Terrace and Red Oak, and one board member)

At least (3) meetings that will occur in the evening in addition to (3) family engagement sessions in the evening.

This subcommittee will be led by the Assistant Superintendent for Student Services. Members will include the Director of Communications and Community Engagement, a school leader from Oak Terrace, a family engagement specialist, voluntary staff from Oak Terrace and Red Oak, and volunteer families currently from Oak Terrace and Red Oak, and a board member. This subcommittee ties in with [Strategic Change Agenda Goals #2](#).

Tasks will include:

- Review current family engagement opportunities at each school; investigate traditions that are important. Considerations for combining events at Oak Terrace; survey students, families, and staff.
- Review extracurricular activities at each school; identify gaps and investigate new opportunities. Considerations for combining activities at Oak Terrace ie. Chess Club; survey students, families, and staff.
- Consider ways to onboard kindergarten and new families into the dual language program throughout the phased consolidation and post.
- Create surveys/questionnaires to gather input from families on intentions of participation in the dual language program throughout phases of consolidation and post.
- Plan family engagement sessions that include tours of the school for students and families to visit the Oak Terrace learning and play spaces.

This subcommittee, comprising 20 members, will include participants representing the following groups: (16) staff and families from Oak Terrace and Red Oak, (1) school leader from Oak Terrace, and (3) central office staff.

Facilities and Operations Subcommittee

(Staff from Oak Terrace and Red Oak, Families currently from Oak Terrace and Red Oak, and one board member)

At least (5) meetings that will occur in the evening.

This subcommittee will be led by the Executive Director of Technology and Operations. Members will include the Director of Operations, Assistant Superintendent for Business Services, a school leader from Oak Terrace, voluntary staff from Oak Terrace and Red Oak, volunteer families currently from Oak Terrace and Red Oak, and a board member. This subcommittee ties in with [Strategic Change Agenda Goals #2](#)

Tasks will include:

- Identify needs for the redesign of the outdoor playspace for renovation; survey students, staff, and families
- Input for redesign of the front area of the school (old office) and potentially the lounge/workroom; seek input from staff
- Review the furniture needs at Oak Terrace in line with the renovated K-5 schools
- Conduct a gap analysis between the renovated K-5 buildings and Oak Terrace

This subcommittee, comprising 20 members, will include participants representing the following groups: (16) staff and families from Oak Terrace and Red Oak, (1) school leader from Oak Terrace, and (3) central office staff.



Questions?