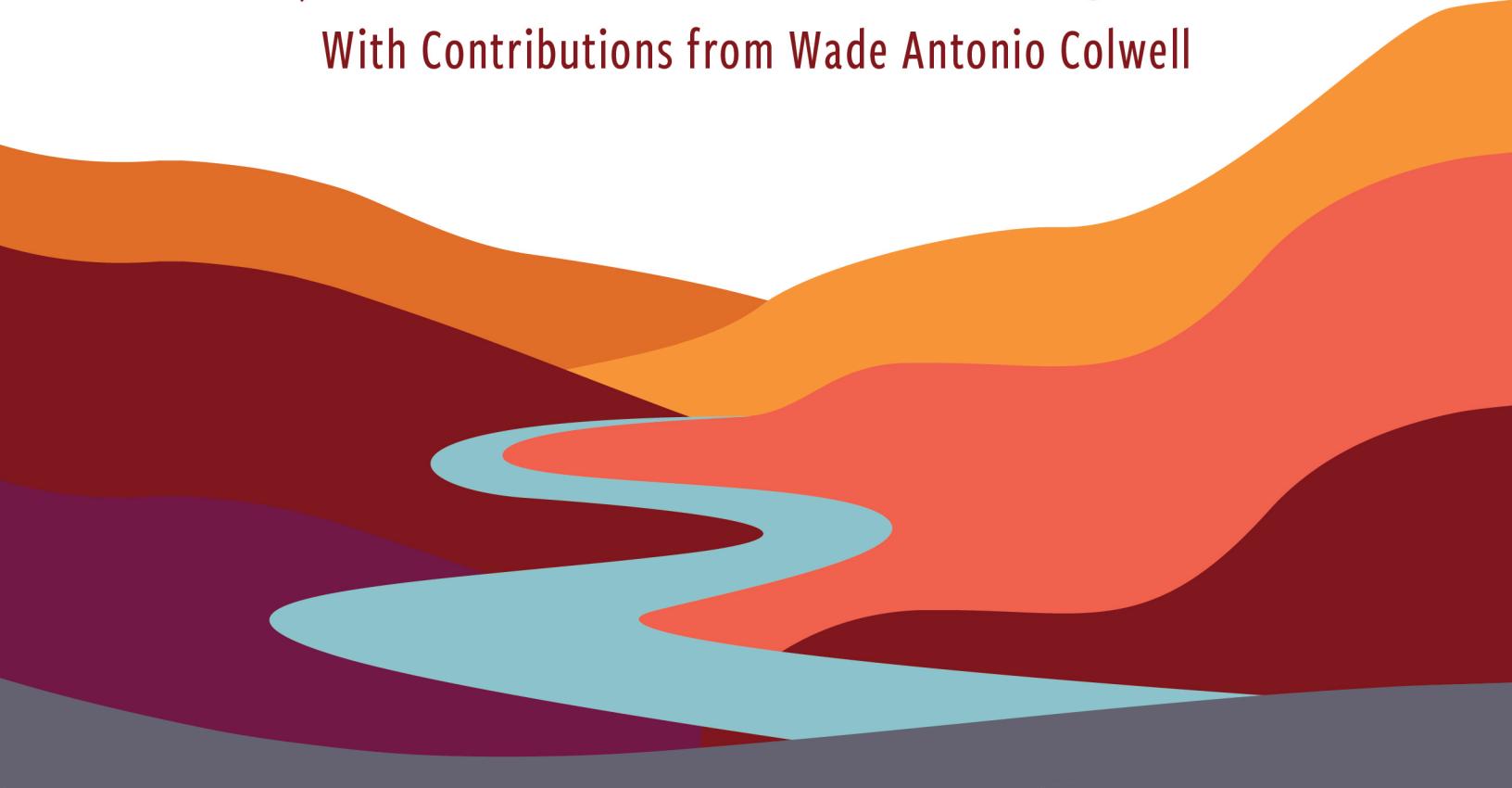




CREATING SCHOOLS THAT WORK FOR ALL OF US

A GUIDE TO EMPOWERED STEWARDSHIP

Benjie Howard | Patricia McDonald | Gary Howard
With Contributions from Wade Antonio Colwell



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Appendix A: YES Collaborative Inquiry Template

YES Collaborative Inquiry Template

School Context

Inquiry thrives on information. Before entering the six phases of the process, you will compile important information about your school. Having the information like the school mission and vision, school-wide goals, and demographic data readily available will help you align your actions.

School Mission & Vision

School Improvement Plan Goals	
Goal 1	
Goal 2	
Goal 3	
Plan	(Link your full school improvement plan.)

School Demographic Snapshot

Record your demographic data and any significant trends to strengthen your ability to recognize and respond to the strengths and needs of all of your students and to support the selection of a focus group of students.

Race/Ethnicity	Population Groups	
Alaskan Native/Native American	Multilingual Learners	%
Asian	Special Needs	11.8% %
Black	504 Plan	%
Native Hawaiian/Pacific Islander	Free & Reduced Lunch	%
Hispanic	Notable Changes and/or Historical Trends	
Two or More Races		
White		
Total Student Population		

Notice and Disrupt

Make time to observe, reflect, and uncover both strengths and hidden inequities in learning experiences and school structures. Use this section to examine current school data disaggregated by student groups, highlight opportunity gaps, and make connections to your mission and vision.

School Data:

Examine the data sets you currently have available in your system. Separate by demographic groups if possible. This data will enable you to answer questions such as, “Which students are disproportionately disciplined, misidentified, under-identified, or under-challenged?

Area	Data (Link Source)	Strengths	Opportunities
Attendance			
Discipline <ul style="list-style-type: none"> • Daily Incidents <ul style="list-style-type: none"> • Type • Frequency • Suspension <ul style="list-style-type: none"> • Type • Frequency • Expulsion <ul style="list-style-type: none"> • Type • Frequency 			
Academic Performance <ul style="list-style-type: none"> • ELA • Math • Science 			
Climate & Culture			
Parental/ Family Participation			

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Area	Data (Link Source)	Strengths	Opportunities
Extra-Curricular Involvement • After School • Clubs • Sports			
Community Connections			

Baseline Statements

Create baseline statements that enable the team to quickly summarize your findings for each body of evidence. These claims will help define your puzzle of practice and determine your focus.

Ex. 70% of MLLs are currently at a level 1 according to the SBAC.

Ex. 80% of MLLs report feeling that school is not welcoming.

Ex. 25% of MLL are reported absent from school more than 2 times a month.

Area	Compose Baseline Statements
Attendance	
Discipline <ul style="list-style-type: none"> • Daily Incidents <ul style="list-style-type: none"> • Type • Frequency • Suspension <ul style="list-style-type: none"> • Type • Frequency • Expulsion <ul style="list-style-type: none"> • Type • Frequency 	
Academic Performance <ul style="list-style-type: none"> • ELA • Math • Science 	
Climate & Culture	
Parental/ Family Participation	
Extra-Curricular Involvement <ul style="list-style-type: none"> • After School • Clubs • Sports 	
Community Connections	

Empathize and Deepen Awareness

Gather additional qualitative and experiential empathetic evidence by listening deeply to students, families, and communities, especially those most impacted by systemic opportunity gaps. This evidence will add context and deeper understanding and help you answer questions that resulted from your analysis of data and work while creating baseline statements. Honor nondominant stories that illuminate systemic barriers.

1 Empathize

Record and build on what you already know about students and determine what additional information is needed.

What do we already know about these students?	What do we want to learn about these students?	Whose voices are not being heard?	What evidence is lacking?

2 Expanding Our View

Reflect on how you have learned about students in the past, how you are or plan to gather more information, and how you can ensure a more complete and accurate understanding of your students.

What lenses are we currently looking through?	How are those lenses shaded by our bias?	What actions can we take to expand our range of vision?	What resources do we need?

Define and Reframe

Define your puzzle of practice by triangulating empathy-driven insights with schoolwide data. Reframe the challenges you uncovered to address root causes rather than symptoms.

What is our puzzle of practice? Which population group(s) will we focus on first?

Ideate and Imagine Beyond Constraints

Brainstorm possible evidence-based solutions to support the whole learner. Reject limitations and embrace innovation.

Pull from trusted evidence bases (Visible Learning Synthesis, Asset-Based Pedagogies, Proven School-Based Actions) and YES Engagement Strategies to generate possible solutions to your puzzle of practice.

YES Engagement Strategies	
Knowing Self	Knowing Practice
• In Lak'ech	• School Outcomes Assessment
• Homelands Conversation	• Stages of Organizational Growth
• ¿Quiénes Somos?	• Climate Assessment
• In My One Beat (Personal Journey)	• The Four As: • Alignment, Accountability, Assessment, Advocacy
• Culture Toss	• Catalysts for Growth
• Lenses of Difference	• Achievement Triangle
• Stereotype Threat Research	• Questions to Consider
• Definition of Stewardship	• SMARTIE Goal Setting
• Personal Growth Project	• Professional Learning Communities Engagements
• Kudos and Challenges	• Liberatory Design Strategies
• Collective Reflection Tools	

Prototype and Co-CREATE

Shift from ideas to action. Test, refine, and iterate strategies that center justice, learner agency, and collective power. This process includes creating a theory of action, determining evidence, and setting SMARTIE goals.

1 Co-CREATE A Theory Of Action

Use the frame below to develop your theory of action. This will guide your work throughout the inquiry cycle.

If we _____ and also _____,
then _____ will happen. This will lead to _____
_____ which will result in _____
_____.

2. Determine Evidence Sources and Methods

Determine how you will measure the impact of your actions and progress toward your goal(s). Pull from the examples listed below and generate others.

- Focus Group
- Interviews
- Written Response
- Recorded Response (ex., App or Exit Ticket)
- Survey
- Evidence Walks
- Look Fors

Evidence Source	Rationale

3 Design A SMARTIE Goal

SMARTIE Goals are a powerful way of clarifying what the team aims to accomplish and how we will measure our progress. These goals are effective because of the following key components:

Specific – Clearly defined and focused.

Measurable – Includes criteria to track progress and determine success.

Achievable – Realistic and attainable with available resources.

Relevant – Aligned with broader priorities and meaningful outcomes.

Time-bound – Has a clear deadline or timeframe.

Inclusive – Actively engages diverse voices and considers the impact on all stakeholders.

Equitable – Intentionally addresses systemic barriers and promotes fairness and justice.

4 Envision Success

When our actions are firmly in place, students will be:

<i>Thinking</i>	<i>Feeling</i>
<i>Saying</i>	Doing

Evaluate and Sustain

Assess impact through an equity lens. Progress monitor actions, evaluate impact, celebrate success, refine actions, and ensure ongoing co-design with students and families. Ensure you have the equity team you need to maximize impact and make a clear plan for implementing and monitoring your next steps.

1 Determine Team Roles

Clarify the roles of your equity team members. Who might add important insight and experience to the team?

Equity Team Members & Position	Role on Team
	<ul style="list-style-type: none"> • Equity Lead
	<ul style="list-style-type: none"> • Notetaker
	<ul style="list-style-type: none"> • Student Advocate-Family Liaison
	<ul style="list-style-type: none"> • Communication Specialist
	<ul style="list-style-type: none"> • Community Engagement Specialist
	<ul style="list-style-type: none"> • Other

2 Write Your Action Plan

Outline your actions to ensure your team has a clear plan including who is responsible for certain actions, what tools or resources will be needed for implementation and monitoring impact, and when the action will be put in place or completed.

Prioritized Action	Person(s) Responsible	Evidence & Tools (Link)	Date(s)