

## Learning Forward

**1**

### **WHAT? (Description)**

- What do the data seem to tell us?
- Across time, how do students fair in our school/district/state?
- Across time, how do our subgroups fair in school/district/state?
- Are there differences across subjects?

**2**

### **WHY? (Analysis, Interpretation)**

- Why do we think our data looks this way?
- What are the potential contributing factors?
- Are there past experiences — mine, district's, school's — that may have contributed to this pattern?
- What are our hunches about why things are happening in the way they are?

**3**

**SO WHAT? (Overall Meaning and Application)**

- Why are these data significant to reflect on?
- What have we learned from this? How could we improve?
- How might this change our future thinking, behaving, interactions, decision-making, professional development?
- What questions remain?

**4**

**NOW WHAT? (Implications for Action)**

- This year, what do we want to remember to think about? How do we want to behave?
- How could we set up conditions to increase the likelihood of productive interactions and learning for ALL students?
- Based on our current reality and the research on effective leadership, what are the 3 non-negotiables each one of us needs to commit and agree to support in order to develop the learning of our stakeholders relevant to the needs of ALL our students.