



*Great Public Schools for Every Student*

## Understanding and Applying the Five "Knows" of Collaborative Teaming for Success

Paraeducators and teachers understand and apply the five "knows" of collaborative teaming to improve the effectiveness of their team.

### Key Method

Paraeducators and teachers collaboratively use a five-step inquiry learning cycle to understand and apply the five "knows" of collaborative teaming and create an action plan to improve team effectiveness.

### Method Components

#### Guiding Principles

To enhance student outcomes, it is critical that paraeducators and teachers see themselves as partners in the educational process and continuously work to ensure they have an effective working relationship.

Creating a team approach to learning is complex and challenging. While many of the factors that contribute to these challenges are systemic and out of the control of paraeducator-teacher teams (e.g., the need for smaller class sizes, resources, professional learning, and planning time), there are things that teams can control. According to the article [The Four 'Knows' of Collaborative Teaching](#), there are four essential areas that educators need to "know" to be successful in creating and maintaining effective partnerships: 1) "know" yourself, 2) "know" your partner, 3) "know" your students, and 4) "know" your stuff. NEA has adapted this list to include: 5) "know" your why. While the article focuses on co-teaching partnerships in secondary schools, the suggestions are relevant to any partnership including paraeducator-teacher teams.

See the Research and Resource sections to learn more about the "knows" of collaborative teaching and teaming.

Note: Paraeducators support certified/licensed educators, including teachers and other related service providers. Teams participating in the micro-credential process can also include related service providers, although the design of some of the micro-credentials and related artifacts are specific to the partnership between paraeducators and teachers. Related service providers might include speech-language pathologists, school nurses, transition specialists, school psychologists, school social workers, creative arts therapists, occupational therapists, physical therapists, and school counselors. Most of these professions are currently defined as "providers of related services" in the Individuals with Disabilities Education Act (IDEA, 2004) and "specialized instructional support personnel" (SISP) in the Every Student Succeeds Act (2015). NEA and the National Alliance of Specialized Instructional Support Personnel (NASISP) both recognize and use the term SISP. See the Resource Section to learn more about SISP.

#### The Inquiry Learning Cycle

For this micro-credential, paraeducators and teachers will use a five-step inquiry learning cycle to demonstrate an understanding of the five "knows" of collaborative teaming and create an action plan to improve team effectiveness.

Paraeducators and teachers will assess their team using an inventory worksheet, explore a need for growth or improvement, identify and target a goal for enhancing team performance, and develop and implement a team action plan. Lastly, paraeducators and teachers will reflect on the outcomes and process. See the Resource section to learn more about the inquiry learning cycle.



#### *Step 1 – Know Yourself (Individual Inventory)*

The first step in the inquiry cycle is to know yourself. In this step, you will use an inventory to assess your knowledge within each of the five “knows.” You will also identify the “knows” that you think impact your team’s effectiveness in meeting student outcomes.

#### *Step 2 – Know Your Team (Team Process)*

The second step in the inquiry cycle is to know your team. In this step, paraeducator-teacher teams will discuss their inventories in order to come to consensus on which “knows” and related issues and challenges are impacting team effectiveness in preparation for identifying a growth goal (Step 3) for the team action plan.

Since each team member will view issues and challenges from a unique perspective, it is important that each team member has a voice in this discussion.

When prioritizing issues and challenges related to the five “knows,” team members should consider the following questions:

- What is our current process for acquiring knowledge around the five “knows”?
- What is working in our current teaming situation? What is not working?
- What specific issues are we having? What factors may be contributing to these issues?
- Who is involved (e.g., students, other staff, families/guardians)?
- What supports/resources does our team need that we aren’t currently getting? How can administrators or other staff help support our team?
- How are the issues and challenges affecting outcomes for students and our team?

#### *Step 3 – Establish a Growth or Improvement Goal (Team Process)*

The third step in the inquiry cycle is to establish a SMART goal (Specific, Measurable, Achievable, Relevant, Time-bound) for the team action plan (Step 4). Teams should work together to identify at least one goal that is based on the findings from Step 2.

Before establishing the goal, teams should consider the following questions:

- What do we want to accomplish? What do we want to happen?
- Why do we want to accomplish this? What issues will the goal help to resolve?
- What is the overall desired outcome? How will we know if we were successful? How will we measure success?
- How will we meet our goal? What strategies will we implement to achieve success?
- When can we expect the goal to be completed? What is our timeline (e.g., start and end dates, key milestones, check-ins on progress)?

#### *Step 4 – Create and Implement a Team Action Plan (Team Process)*

The fourth step in the inquiry cycle is to create a team action plan. This action plan will help to ensure success in accomplishing the goal identified in Step 3. It provides a framework so that team members are clear on the goal, purpose, outcomes for success, strategies, implementation steps, timeline, and supports needed.

#### *Step 5 - Reflect (Individual Reflection)*

The final step in the inquiry cycle is to reflect on the outcomes and identify next steps. Paraeducators and teachers will individually examine what worked and what didn't work and identify next steps for continued professional growth. Reflecting on what you have learned about yourself, your partner, your team, and the five "knows" of collaborative teaming will cement learning, further improve team effectiveness, and encourage continued professional growth.

## **Supporting Research**

### **The "Knows"**

Keefe, E.B., Moore, V., Duff, F. The Four "Knows" of Collaborative Teaching. Council For Exceptional Children, May/June 2004.

<https://www.scribd.com/document/371822820/the-fours-knows-of-collaborative-teaching-keefe-et-al>

Sileo, J. (2011). Co-Teaching: Getting to Know Your Partner. TEACHING Exceptional Children, Vol. 43, No. 5, pp. 32-38.

<https://journals.sagepub.com/doi/pdf/10.1177/004005991104300503>

### **Effective Paraeducator-Teacher Teams**

Sharon Mickan and Sylvia Rodger. (2000). Characteristics of Effective Teams: A Literature Review. Australian Health Review. Vol 23. No 3.

<http://tlmerrill.pbworks.com/w/file/fetch/85213915/Mickan%2520and%2520Rodger%2520-%2520Characteristics%2520of%2520Effective%2520Teams.pdf>

Ruedel, K., Diamond, M., Zaidi, A., Aboud, A. (2002) The Inclusive Environment: Paraeducators and Teachers Working Together. We. May 11, 2018

[http://www.academia.edu/922366/The\\_Inclusive\\_Environment\\_Paraeducators\\_and\\_Teachers\\_Working\\_Together](http://www.academia.edu/922366/The_Inclusive_Environment_Paraeducators_and_Teachers_Working_Together)  
(Scroll down to read paper or provide email to download.)

### **Inquiry Learning Cycle**

Abraham, M. "Research Matters - to the Science Teacher." NARST. National Association for Research in Science Teaching. January 2, 1997. Web. December 10, 2018.

<https://www.narst.org/publications/research/cycle.cfm>

Barron, B. and Darling-Hammond, L. "Teaching for Meaningful Learning: A Review on Inquiry-Based and Cooperative Learning." Edutopia. The George Lucas Educational Foundation. 2008. Web. December 10, 2018.

<https://backend.edutopia.org/sites/default/files/pdfs/edutopia-teaching-for-meaningful-learning.pdf>

## Resources

### NEA Building Winning Teams: Effective Paraeducator-Teacher Teams Training Resources

Teaming and Characteristics of Effective Paraeducator-Teacher Teams

[https://drive.google.com/open?id=1n\\_X1x1DzC0qVa9eMmUtlZ4h2-oil6C6\\_](https://drive.google.com/open?id=1n_X1x1DzC0qVa9eMmUtlZ4h2-oil6C6_)

Roles and Responsibilities of Paraeducators, Teachers and Administrators

<https://drive.google.com/open?id=1sThOxYiYAdR1BTziWFWzUvj-vsf64MMa>

The Five "Knows" of Collaborative Teaming

<https://drive.google.com/open?id=169LxOaBy0oiFmt1RxA6t7eQmjPNjrfWA>

Effective Communication

[https://drive.google.com/open?id=1RyzvYt\\_ESKan52iT3tFvFsDF2atRzag\\_](https://drive.google.com/open?id=1RyzvYt_ESKan52iT3tFvFsDF2atRzag_)

Generational Differences: Impact on Teaming and Communication

<https://drive.google.com/open?id=1qCPGNqFny6jTY85pts3efTBAgH0vxgoS>

Conflict Management and Resolution Strategies

<https://drive.google.com/file/d/1hdjgyeDRKmBJzu15JM4niopoogeQ0luG/view?usp=sharing>

Problem Solving and Action Planning

[https://drive.google.com/open?id=1mZ9t1Psio9jv\\_SqC5wkjbz6gC8\\_-4pBg](https://drive.google.com/open?id=1mZ9t1Psio9jv_SqC5wkjbz6gC8_-4pBg)

### The "Knows"

Start With Why – TED Talk – Simon Sinek

<https://www.youtube.com/watch?v=IPYeCltXpxw>

Know Your Why – Michael Jr.

<https://www.youtube.com/watch?v=1ytFB8TrkTo>

<https://michaeljr.com/biography>

Improving Schools: Why Do You Do What You Do?

<http://inservice.ascd.org/improving-schools-why-do-you-do-what-you-do/>

What Teachers Should Know and Be Able to Do

<http://accomplishedteacher.org/wp-content/uploads/2016/12/NBPTS-What-Teachers-Should-Know-and-Be-Able-to-Do-.pdf> (content related to "know" your students and stuff – pages 11-29)

How to Teach Now – Chapter 1: Knowing Our Students as Learners

<http://www.ascd.org/publication/books/111011/chapters/Knowing-Our-Students-as-Learners.aspx>

The Secret Weapon: Getting to Know Your Students

[https://www.educationworld.com/a\\_curr/columnists/mcdonald/mcdonald013.shtml](https://www.educationworld.com/a_curr/columnists/mcdonald/mcdonald013.shtml)

Response: 'Building Relationships With Students Is the Most Important Thing a Teacher Can Do'

[https://blogs.edweek.org/teachers/classroom\\_qa\\_with\\_larry\\_ferlazzo/2018/10/response\\_building\\_relationships\\_with\\_stud](https://blogs.edweek.org/teachers/classroom_qa_with_larry_ferlazzo/2018/10/response_building_relationships_with_stud)

Getting to Know You: Building Successful Co-Teaching Relationships

<https://education.wm.edu/centers/ttac/resources/articles/consultcollaborate/gettingtoknow/index.php>

### **Personal Assessment Tools (Know Yourself)**

16 Personalities (personality types information and test)

<https://www.16personalities.com/>

Jung Typology Test

<http://www.humanmetrics.com/cgi-win/jtypes2.asp>

Leadership Compass Self-Assessment

<https://bit.ly/1VQkeYS>

### **Effective Paraeducator-Teacher Teams**

Let's Team Up: What Every Paraprofessional Needs for Student Success and Effective Teamwork

<https://www.nprinc.com/content/free-resources/Lets-Team-Up-Gerlach-Nov-2016.pdf>

Classroom Partners: How Paraprofessionals Can Support All Students to Meet New Standards

[https://www.nysut.org/~media/files/nysut/resources/2013/june/educators-voice-6/edvoice06\\_03\\_paraprofessionals.pdf?la=en](https://www.nysut.org/~media/files/nysut/resources/2013/june/educators-voice-6/edvoice06_03_paraprofessionals.pdf?la=en)

To Teachers – What Paraeducators Want You to Know

<https://dsagsl.org/wp-content/uploads/2019/02/what-paras-want-teachers-to-know.pdf>

Teacher and Paraeducator Team Perfects the Art of Collaboration

<http://neatoday.org/2017/08/02/teacher-and-paraeducator-team-perfects-art-of-collaboration/>

Building Great Work Relationships

<https://www.mindtools.com/pages/article/good-relationships.htm>

### **Inquiry Learning Cycle**

Inquiry-based Learning

[https://en.wikipedia.org/wiki/Inquiry-based\\_learning](https://en.wikipedia.org/wiki/Inquiry-based_learning)

Inquiry Learning Cycle Graphic

<https://drive.google.com/open?id=1lPQZtjKFoEMPT4zhLZpRA9703A6-gxy4>

### **SMART Goals**

SMART Goals

<https://www.mindtools.com/pages/article/smart-goals.htm>

### **Specialized Instructional Support Personnel (SISP)**

Specialized Instructional Support Personnel – [NEA](http://www.nea.org/sisp) webpage

<http://www.nea.org/sisp>

[National Alliance of Specialized Instructional Support Personnel](http://nasisp.org/aboutus2/) (NASISP)

<http://nasisp.org/aboutus2/>



Artifact Templates

The Five "Knows" Inventory (Artifact 1)

<https://docs.google.com/document/d/1jvHH7zpL82DZrMje7z1fmgJHS0LtDd2vEmFntR6Y5vo/edit?usp=sharing>

Team Action Plan (Artifact 2)

<https://docs.google.com/document/d/1nnjqcZ4ktpnA1-x3Zw7PAPCbAyJKZC03NdLd4xJt2VE/edit?usp=sharing>

Implementation Evidence (Artifact 3)

[https://docs.google.com/document/d/1b8otWRlltQkOH00LQz\\_1aZSa6KqzuBlf7QPF5xuD304/edit?usp=sharing](https://docs.google.com/document/d/1b8otWRlltQkOH00LQz_1aZSa6KqzuBlf7QPF5xuD304/edit?usp=sharing)

Submission Guidelines & Evaluation Criteria

To earn the micro-credential, you must receive a passing score in Parts 1 and 3, and receive a proficient for all components in Part 2.

Part 1. Overview Questions

250-350 word limit

Please answer the following contextual questions to help our assessor understand your current situation. Please do not include any information that will make you, your partner, or your students identifiable to your reviewers.

Describe the context of the classroom or setting in which you work (e.g., general ed classroom, resource room, community-based setting). Include grade level, subject area, any relevant cultural/demographic information, and special considerations regarding student characteristics.

Describe the makeup of your team (whom you work with regularly to directly support students). Include who is on your team (i.e., teachers, paraeducators, related service providers/SISP), each team member’s roles/responsibilities, and how long you have worked together.

What did you know about the five “knows” of collaborative teaming before any information or resources were made available to you?

How do you currently acquire knowledge around the five “knows”?

Explain why you chose to complete this micro-credential.

- **Passing:** Responses should completely answer each question, cite specific examples from personal experience, and justify the reason for choosing this micro-credential to address the specific needs of both the paraeducator-teacher team and students. Writing is organized and easy to understand.

Part 2. Work Examples / Artifacts

To earn this micro-credential, please submit the following **three** artifacts as evidence of your learning. Please do not include any information that will make you, your partner, or your students identifiable to your reviewers. Templates can be found in the Resource section.

Artifact 1: Inventory

Using the template provided, submit the inventory to assess and reflect on:

- Your knowledge within each of the five “knows”
- The current process or strategies your team uses to acquire knowledge around the five “knows”
- The “knows” that you think impact your team’s effectiveness in meeting student outcomes including the issues and challenges contributing to the situation and the tools, resources, or methods that could help acquire knowledge in that area.

Note: Paraeducators and teachers must complete this artifact independently.

Artifact 2: Team Action Plan

Using the template provided, submit a team action plan around at least one SMART goal identified. The goal and strategies should relate to acquiring knowledge around the five “knows” of collaborative teaming.

Note: Paraeducators and teachers should complete this artifact together. They can submit the same action plan.

**Artifact 3: Implementation Evidence**

Complete the following two parts and submit as one document. If the evidence is a video or audio file, you may submit them separately. Artifact should include an indication of your role on your team (i.e., paraeducator, teacher, related service provider/SISP).

**Part 1**

Submit one piece of evidence that demonstrates the implementation of at least one strategy identified in your team action plan.

Examples of evidence may include, but are not limited to:

- the team mission statement
- the team “why” statement
- team goals and/or norms
- roles and responsibilities agreements
- expectation agreements
- meeting schedules/logs
- meeting agendas
- meeting minutes
- recordings/transcripts of meetings
- pictures of communication boards
- daily communication calendars
- classroom schedules
- professional learning certificates of completion
- problem-solving forms
- planning forms
- work style preference inventories
- personal values assessments
- organizational commitment surveys

**Part 2**

Using the template provided, reflect on and describe how the evidence and strategy implemented supports the five “knows” of collaborative teaming and how they have impacted team effectiveness and students.

*Note: Paraeducators and teachers can submit the same piece of evidence (Part 1), but they must complete the reflection component (Part 2) independently.*

| Submission            | Proficient                                  | Basic  | Developing                                   |
|-----------------------|---|--|--|
| Artifact 1: Inventory | All elements of the inventory questions are | Some elements of the inventory questions are | Some elements of the inventory questions are |

Artifact 2: Team  
Action Plan

Artifact 3:  
Implementation  
Evidence

completed.

Reflection clearly describes 1) the current process/strategies used to acquire knowledge around the five “knows”, 2) the “knows” impacting team effectiveness, 3) the issues/challenges contributing to the situation, and 4) the tools/ resources that could help acquire knowledge in that area. Specific examples are cited.

Issues/challenges are relevant to the five “knows.”

The action plan contains all of the following components:

- at least one goal
- purpose/rationale
- desired outcome(s)
- 1-3 strategies for achieving goal
- steps to implement strategies
- timeline
- supports needed

The goal is SMART and aligns to each element of the SMART framework (specific, measurable, achievable, relevant to acquiring knowledge around the five “knows,” and time-bound).

Strategies are relevant to the goal and are achievable.

The plan has clearly defined action steps.

Evidence clearly demonstrates implementation of at least one strategy

completed.

Reflection partially describes 1) the current process/strategies used to acquire knowledge around the five “knows”, 2) the “knows” impacting team effectiveness, 3) the issues/challenges contributing to the situation, and 4) the tools/ resources that could help acquire knowledge in that area. Specific examples are cited.

Issues/challenges are relevant to the five “knows.”

The action plan is missing one or two of the following components:

- at least one goal
- purpose/rationale
- desired outcome(s)
- 1-3 strategies for achieving goal
- steps to implement strategies
- timeline
- supports needed

The goal is missing one or two elements of the SMART framework (specific, measurable, achievable, relevant to acquiring knowledge around the five “knows,” and time-bound).

Strategies are relevant to the goal or are achievable, but not both.

Action steps are broad.

Evidence partially demonstrates implementation of at least one strategy

completed.

Reflection minimally describes 1) the current process/strategies used to acquire knowledge around the five “knows”, 2) the “knows” impacting team effectiveness, 3) the issues/challenges contributing to the situation, and 4) the tools/ resources that could help acquire knowledge in that area. Specific examples are not cited.

Issues/challenges are not relevant to the five “knows.”

The action plan is missing more than two of the following components:

- at least one goal
- purpose/rationale
- desired outcome(s)
- 1-3 strategies for achieving goal
- steps to implement strategies
- timeline
- supports needed

The goal is missing more than two elements of the SMART framework (specific, measurable, achievable, relevant to acquiring knowledge around the five “knows,” and time-bound).

Strategies aren’t relevant to the goal and they aren’t achievable.

Action steps are not evident.

Evidence minimally demonstrates implementation of at least one strategy



|   |   |   |
|---|---|---|
| <p>outlined in the action plan.</p> <p>Reflection clearly describes how the evidence and strategy implemented supports acquiring knowledge around the five “knows.” Specific examples are cited.</p> <p>Reflection clearly describes how implementing the strategy has impacted team effectiveness and students. Specific examples are cited.</p> | <p>outlined in the action plan.</p> <p>Reflection partially describes how the evidence and strategy implemented supports acquiring knowledge around the five “knows.” Specific examples are cited.</p> <p>Reflection partially describes how implementing the strategy has impacted team effectiveness and students. Specific examples are cited.</p> | <p>outlined in the action plan.</p> <p>Reflection minimally describes how the evidence and strategy implemented supports acquiring knowledge around the five “knows.” Specific examples are not cited.</p> <p>Reflection minimally describes how implementing the strategy has impacted team effectiveness and students. Specific examples are not cited.</p> |
|---|---|---|

Reflection

250-350 word limit

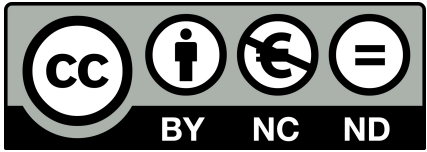
Please answer the following reflective questions Please do not include any information that will make you, your partner, or your students identifiable to your reviewers.

What was the impact of your action plan? Did you meet your goal(s)? Why or why not? What changes would you make to your plan? Note any successes or challenges that you encountered.  
How did the process of understanding and applying the five “knows” of collaborative teaming impact team effectiveness? How did it impact students?

How has this experience affected you in your role as a paraeducator or teacher?

How do you envision using this process with existing or new team members in the future?

- **Passing:** Responses should completely answer each question, cite specific examples from personal experience, and describe how the process and learnings have impacted the paraeducator-teacher team as well as students. Specific actionable steps that demonstrate how the new learnings will be integrated into future practices are also cited. Writing is organized and easy to understand.



Except where otherwise noted, this work is licensed under:  
 Creative Commons Attribution-NonCommercial-NoDerivatives 4.0 International (CC BY-NC-ND 4.0)  
<http://creativecommons.org/licenses/by-nc-nd/4.0/>