



Sec. 98b Goal Progress Report

Progress Reporting Requirements as outlined in law ([MCL 388.1698b](#)):

- Present on goal progression by First Board Meeting in February and No Later than the Last Day of School.
- Post presentation to district transparency site upon completion of presentation to the local board.

Suggested Template: While the information contained herein is required by statute (98b), this template is a suggested format and is not required to be used by local districts, schools, or buildings. Other formats containing the required information, as outlined in law, are acceptable for use.

Version: Buildings serving K - 11th-grade students and subject to using assessments aligned with 1704a

District: Ypsilanti Community Schools

Date: 3/17/2025

Table A: Building Goals that were established by September 15, 2021

Goal Category	Goal Related to Achievement or Growth on K - 8 Benchmarks as required by law (MCL 388.1698b , MCL 388.1704a)
Middle of the Year Reading Goal	<p>YCS Goal 1: All YCS students (K-8) will improve performance in Reading/ELA from Fall to Spring as measured by NWEA.</p> <ul style="list-style-type: none">• Refer to the 2024-25 YCS ELA Reading Quarterly Expectations to identify which priority standards will be met at the end of January 31, 2025, by each grade level. <p>Pacing Instructional Guides Priority Standards Visions of High-Quality Instruction Literacy Visions of High-Quality Instruction Writing Reading and Writing Strategies that Support Inquiry - Student VOICE Instructional Leadership Routines</p>
End of the Year Reading Goal	<p>YCS Goal 2: All YCS students (K-8) will improve performance in Reading/ELA from Fall to Spring as measured by NWEA.</p> <ul style="list-style-type: none">• Refer to the 2024-25 YCS ELA Reading Quarterly Expectations to identify which priority standards will be met at the end of June 30, 2025, by each grade level. <p>Pacing Instructional Guides Priority Standards Visions of High-Quality Instruction Literacy Visions of High-Quality Instruction Writing Reading and Writing Strategies that Support Inquiry - Student VOICE</p>

	Instructional Leadership Routines
Middle of the Year Mathematics Goal	<p>YCS Goal 1: All YCS students (K-8) will improve performance in Mathematics from Fall to Spring as measured by NWEA.</p> <ul style="list-style-type: none"> Refer to the 2024-25 YCS Math Quarterly Expectations to identify which priority standards will be met at the end of January 31, 2025, by each grade level. <p> Pacing Instructional Guides Priority Standards Visions of High-Quality Instruction Math Reading and Writing Strategies that Support Inquiry - Student VOICE Instructional Leadership Routines </p>
End of the Year Mathematics Goal	<p>YCS Goal 2: All YCS students (K-8) will improve performance in Mathematics from Fall to Spring as measured by NWEA.</p> <ul style="list-style-type: none"> Refer to the 2024-25 YCS Math Quarterly Expectations to identify which priority standards will be met at the end of June 30, 2025, by each grade level. <p> Pacing Instructional Guides Priority Standards Visions of High-Quality Instruction Math Reading and Writing Strategies that Support Inquiry - Student VOICE Instructional Leadership Routines </p>

As passed by the state legislature, reports to local school boards must include, but are not limited to, disaggregated information by student demographics, grade level, and the mode of instruction received by the pupils to which the information applies.

Table B: Achievement on Benchmark Assessment - By Program, Student Demographics, and Mode of Instruction, By Grade Level K-11

Reporting Category Suggest reporting on subgroups where n≥30	Fall 2024 Benchmark First 9 Weeks of School		By First Board Meeting in February 2025		No Later than Last Day of School Year	
	Reading	Math	Reading	Math	Reading	Math
All Students	K: 132.8 1: 149.3 2: 159.8 3: 174.4 4: 180.9 5: 189.3 6: 191.1 7: 196.6 8: 200.5 9: 203.2 10: 208.9 11: 209.3	K: 135.2 1: 153.5 2: 158.9 3: 170.9 4: 180.5 5: 191.0 6: 191.0 7: 199.0 8: 200.8 9: 207.5 10: 212.8 11: 213.4	K: 141.9 1: 155.2 2: 165.8 3: 176.5 4: 183.7 5: 191.9 6: 192.7 7: 198.6 8: 203.1 9: 203.8 10: 212.1 11: 212.3	K: 144.9 1: 163.6 2: 167.8 3: 179.5 4: 186.2 5: 197.1 6: 195.1 7: 203.1 8: 203.8 9: 210.5 10: 222.4 11: 224.3		

	12: 204.6	12: 208.4	12: 197.3	12: 200.0		
Special Education	K: 127.2 1: 143.3 2: 155.5 3: 165.2 4: 176.3 5: 182.5 6: 184.6 7: 188.5 8: 192.9 9: 198.1 10: 201.0 11: 205.0 12: 187.5	K: 130.6 1: 149.2 2: 151.6 3: 158.0 4: 173.9 5: 180.8 6: 182.0 7: 187.4 8: 189.4 9: 195.5 10: 203.3 11: 200.8 12: 196.4	K: 134.3 1: 148.3 2: 161.6 3: 163.9 4: 178.7 5: 183.8 6: 186.2 7: 191.7 8: 195.2 9: 200.0 10: 198.4 11: 209.0 12: 202.0	K: 137.9 1: 159.1 2: 158.8 3: 164.3 4: 177.8 5: 186.5 6: 185.7 7: 191.3 8: 192.9 9: 195.9 10: 204.2 11: 216.8 12: 200.3		
English Learners	K: 126.9 1: 137.6 2: 152.9 3: 163.2 4: 171.7 5: 178.8 6: 186.6 7: 191.0 8: 191.6 9: 193.1 10: 194.9 11: 198.8 12: 199.0	K: 129.7 1: 149.2 2: 157.2 3: 167.1 4: 175.9 5: 188.0 6: 193.0 7: 199.2 8: 197.5 9: 202.1 10: 202.2 11: 203.1 12: 206.0	K: 134.0 1: 145.5 2: 158.6 3: 159.7 4: 173.5 5: 182.2 6: 187.2 7: 191.6 8: 194.6 9: 192.4 10: 197.7 11: 201.8 12: 195.5	K: 139.2 1: 159.4 2: 166.9 3: 175.8 4: 181.5 5: 194.4 6: 194.8 7: 200.2 8: 199.5 9: 203.7 10: 215.0 11: 223.0 12: 203.3		
Female	K: 134.0 1: 149.5 2: 159.3 3: 177.0 4: 181.7 5: 190.0 6: 193.7 7: 194.7 8: 204.7 9: 202.1 10: 211.0 11: 210.6 12: 198.5	K: 134.2 1: 152.2 2: 158.3 3: 172.2 4: 179.8 5: 189.3 6: 191.6 7: 195.9 8: 205.4 9: 205.3 10: 213.5 11: 215.6 12: 197.5	K: 143.4 1: 156.3 2: 164.5 3: 179.7 4: 184.6 5: 192.3 6: 195.5 7: 195.6 8: 206.0 9: 207.4 10: 212.6 11: 212.7 12: 189.0	K: 145.2 1: 162.6 2: 166.6 3: 181.2 4: 186.1 5: 194.7 6: 195.3 7: 199.4 8: 209.2 9: 209.1 10: 222.8 11: 223.8 12: 192.5		
Male	K: 131.7 1: 149.1 2: 160.4 3: 172.1 4: 180.1 5: 188.6 6: 188.9 7: 198.8 8: 198.5 9: 204.3 10: 207.2	K: 136.0 1: 154.6 2: 159.5 3: 169.7 4: 181.2 5: 192.6 6: 190.4 7: 203.0 8: 198.5 9: 209.4 10: 212.2	K: 140.5 1: 154.2 2: 167.1 3: 173.7 4: 182.9 5: 191.6 6: 190.3 7: 202.2 8: 201.7 9: 200.9 10: 211.7	K: 144.6 1: 164.5 2: 168.9 3: 178.1 4: 186.3 5: 199.1 6: 194.9 7: 207.6 8: 201.1 9: 211.7 10: 222.1		

	11: 208.1 12: 208.7	11: 211.4 12: 212.8	11: 212.0 12: 199.7	11: 224.7 12: 202.5		
Black or African American	K: 130.5 1: 147.4 2: 155.6 3: 169.1 4: 176.8 5: 184.8 6: 190.3 7: 196.3 8: 201.9 9: 205.1 10: 208.9 11: 211.5 12: 205.2	K: 132.3 1: 149.8 2: 154.3 3: 165.0 4: 175.7 5: 186.7 6: 189.0 7: 197.3 8: 202.0 9: 206.8 10: 213.0 11: 212.6 12: 202.9	K: 138.9 1: 153.3 2: 161.7 3: 170.6 4: 180.0 5: 188.7 6: 192.2 7: 198.6 8: 203.7 9: 208.1 10: 214.8 11: 213.6 12: 196.7	K: 141.3 1: 159.4 2: 162.3 3: 172.0 4: 181.2 5: 192.7 6: 193.7 7: 202.0 8: 204.6 9: 211.6 10: 223.5 11: 224.3 12: 198.5		
Hispanic or LatinX	K: 124.7 1: 135.3 2: 152.4 3: 164.6 4: 166.8 5: 176.0 6: 185.0 7: 190.0 8: 188.7 9: 195.6 10: 195.3 11: 200.4	K: 128.1 1: 148.6 2: 157.8 3: 168.6 4: 172.6 5: 185.8 6: 193.5 7: 197.0 8: 195.8 9: 205.5 10: 205.5 11: 213.3	K: 136.3 1: 149.2 2: 164.6 3: 164.3 4: 175.1 5: 181.4 6: 190.9 7: 191.7 8: 194.2 9: 193.4 10: 198.0 11: 204.1 12: 198.7	K: 141.7 1: 161.7 2: 171.0 3: 180.4 4: 183.0 5: 193.3 6: 198.6 7: 199.8 8: 199.7 9: 205.7 10: 219.2 11: 224.0 12: 204.5		
Multiracial	K: 133.0 1: 151.5 2: 159.9 3: 173.5 4: 181.3 5: 191.1 6: 195.4 7: 194.5 8: 204.4 9: 204.2 10: 217.9 11: 216.4 12: 199.0	K: 135.0 1: 156.5 2: 160.4 3: 172.4 4: 183.6 5: 191.0 6: 194.7 7: 198.3 8: 202.7 9: 211.5 10: 222.8 11: 209.5	K: 145.0 1: 157.4 2: 162.6 3: 182.2 4: 183.9 5: 191.5 6: 194.5 7: 202.2 8: 210.7 9: 208.0 10: 227.2 11: 217.1	K: 148.3 1: 167.2 2: 168.0 3: 182.6 4: 187.7 5: 194.4 6: 196.0 7: 203.2 8: 207.0 9: 214.8 10: 232.6 11: 219.0		
White	K: 141.3 1: 159.9 2: 170.3 3: 187.4 4: 196.7 5: 204.9 6: 196.5 7: 209.0 8: 198.5 9: 210.9	K: 145.2 1: 162.1 2: 166.4 3: 180.7 4: 192.8 5: 204.1 6: 193.6 7: 210.6 8: 194.8 9: 212.6	K: 152.0 1: 165.7 2: 176.2 3: 191.5 4: 200.1 5: 209.0 6: 197.5 7: 206.9 8: 201.0 9: 213.4	K: 154.6 1: 174.4 2: 176.0 3: 190.8 4: 200.8 5: 214.8 6: 196.6 7: 212.4 8: 199.8 9: 216.2		

	10: 217.2 11: 212.3	10: 217.6 11: 225.7 12: 241.5	10: 219.8 11: 222.8	10: 221.3 11: 231.5		
In-Person	K: 132.8 1: 149.1 2: 160.0 3: 174.1 4: 180.9 5: 189.3 6: 191.5 7: 196.2 8: 200.0 9: 203.2 10: 208.9 11: 209.3 12: 204.6	K: 135.1 1: 153.5 2: 159.0 3: 170.8 4: 180.6 5: 190.9 6: 190.9 7: 198.8 8: 200.4 9: 207.5 10: 212.8 11: 213.4 12: 208.4	K: 141.8 1: 155.0 2: 166.0 3: 176.0 4: 183.9 5: 191.9 6: 192.0 7: 197.8 8: 202.9 9: 203.8 10: 212.1 11: 212.3 12: 197.3	K: 144.7 1: 163.5 2: 167.8 3: 179.4 4: 186.5 5: 197.2 6: 194.6 7: 202.6 8: 204.4 9: 210.5 10: 222.4 11: 224.3 12: 200.0		
YC2S Distance Learning School	K: 136.5 1: 158.4 2: 153.5 3: 183.6 4: 180.0 5: 187.3 6: 187.4 7: 206.2 8: 206.4	K: 150.0 1: 153.6 2: 155.7 3: 173.8 4: 177.0 5: 191.5 6: 191.6 7: 206.4 8: 204.9	K: 150.4 1: 163.7 2: 160.6 3: 193.2 4: 177.2 5: 191.3 6: 199.8 7: 206.2 8: 203.8	K: 159.4 1: 165.9 2: 166.7 3: 184.0 4: 171.8 5: 194.5 6: 199.4 7: 208.8 8: 200.2		

Table C: Growth Percentiles on Benchmark Assessment - By Program, Student Demographics, and Mode of Instruction, By Grade Level K-11

Reporting Category Suggest reporting on subgroups where n≥30	Fall-to-Fall Growth and Retained over Summer		By First Board Meeting in February 2025		No Later than Last Day of School Year	
	Reading	Math	Reading	Math	Reading	Math
All Students	1: 35.0 2: 42.1 3: 51.9 4: 53.2 5: 56.9 6: 51.3 7: 54.7 8: 52.3 9: 55.2 10: 43.1 11: 51.2 12: 53.9	1: 35.3 2: 24.0 3: 41.0 4: 48.1 5: 51.2 6: 52.1 7: 57.5 8: 53.4 9: 67.2 10: 54.0 11: 56.8 12: 69.3	K: 47.4 1: 34.7 2: 34.2 3: 31.8 4: 39.2 5: 40.9 6: 34.9 7: 42.5 8: 46.5 9: 49.2 10: 54.5 11: 44.1 12: 37.8	K: 46.4 1: 46.9 2: 42.0 3: 49.8 4: 46.7 5: 52.1 6: 41.5 7: 49.6 8: 52.1 9: 51.9 10: 58.8 11: 54.3 12: 35.8		
Special Education	1: 27.7 2: 53.4 3: 45.2 4: 52.7	1: 37.6 2: 27.3 3: 33.0 4: 45.1	K: 40.6 1: 28.4 2: 32.1 3: 27.1 4: 38.8	K: 33.6 1: 40.8 2: 40.9 3: 43.9 4: 35.6		

	5: 48.1 6: 49.8 7: 60.0 8: 43.3 9: 45.3 10: 46.7 11: 58.6 12: 49.0	5: 48.6 6: 53.2 7: 50.8 8: 49.5 9: 64.6 10: 55.9 11: 51.5 12: 56.8	5: 37.5 6: 36.6 7: 47.4 8: 47.6 9: 55.2 10: 31.2 11: 36.4 12: 65.5	5: 50.4 6: 43.0 7: 46.1 8: 51.6 9: 32.6 10: 54.2 11: 57.0 12: 60.7		
English Learners	1: 25.6 2: 58.0 3: 61.6 4: 59.3 5: 54.9 6: 70.0 7: 63.0 8: 46.3 9: 51.0 10: 23.5 11: 39.4 12: 91.0	1: 43.9 2: 39.9 3: 64.6 4: 37.4 5: 60.9 6: 62.0 7: 56.8 8: 52.4 9: 60.4 10: 51.2 11: 64.3 12: 99.0	K: 37.0 1: 33.8 2: 36.1 3: 14.2 4: 34.3 5: 42.8 6: 37.8 7: 37.1 8: 46.3 9: 46.0 10: 53.5 11: 47.9	K: 46.0 1: 44.0 2: 45.0 3: 49.9 4: 52.3 5: 55.5 6: 44.4 7: 45.3 8: 41.7 9: 47.5 10: 66.3 11: 65.0 12: 24.0		
Female	1: 32.5 2: 38.1 3: 57.1 4: 51.0 5: 54.2 6: 45.5 7: 59.2 8: 55.4 9: 53.0 10: 43.7 11: 56.0 12: 36.8	1: 35.2 2: 22.6 3: 44.1 4: 45.5 5: 50.5 6: 57.8 7: 55.6 8: 49.3 9: 65.0 10: 54.9 11: 61.5 12: 68.0	K: 47.5 1: 37.4 2: 30.0 3: 33.1 4: 39.8 5: 41.2 6: 34.9 7: 43.2 8: 46.4 9: 55.2 10: 57.8 11: 38.9 12: 19.0	K: 47.5 1: 48.3 2: 38.2 3: 49.7 4: 49.5 5: 48.8 6: 41.5 7: 45.2 8: 61.6 9: 53.1 10: 62.3 11: 52.2 12: 12.5		
Male	1: 37.6 2: 46.4 3: 47.3 4: 55.2 5: 59.4 6: 57.1 7: 48.9 8: 50.7 9: 57.0 10: 42.5 11: 46.7 12: 71.0	1: 35.4 2: 25.4 3: 38.4 4: 50.8 5: 51.8 6: 46.3 7: 60.1 8: 55.6 9: 69.2 10: 53.1 11: 52.5 12: 70.5	K: 47.3 1: 32.1 2: 38.2 3: 30.6 4: 38.7 5: 40.6 6: 34.8 7: 41.6 8: 46.6 9: 44.0 10: 51.9 11: 48.5 12: 44.0	K: 45.3 1: 45.5 2: 45.5 3: 49.8 4: 44.1 5: 55.2 6: 41.4 7: 55.8 8: 47.6 9: 50.9 10: 56.1 11: 56.2 12: 47.5		
Black or African American	1: 29.0 2: 41.8 3: 49.9	1: 26.3 2: 20.1 3: 37.6	K: 41.6 1: 34.4 2: 33.7 3: 26.7	K: 40.6 1: 42.2 2: 38.0 3: 43.4		

	4: 49.8 5: 55.0 6: 49.9 7: 54.5 8: 52.1 9: 61.9 10: 47.5 11: 52.7 12: 48.6	4: 45.0 5: 48.1 6: 53.9 7: 60.9 8: 54.5 9: 64.0 10: 52.7 11: 47.9 12: 69.3	4: 38.2 5: 42.2 6: 35.1 7: 45.1 8: 43.2 9: 48.0 10: 53.8 11: 44.5 12: 37.8	4: 44.9 5: 50.1 6: 41.0 7: 50.5 8: 53.8 9: 59.5 10: 58.6 11: 55.4 12: 35.8		
Hispanic or LatinX	1: 19.9 2: 54.0 3: 67.7 4: 54.2 5: 57.9 6: 59.2 7: 60.0 8: 49.2 9: 56.5 10: 26.9 11: 37.7	1: 40.0 2: 45.3 3: 52.4 4: 44.3 5: 57.0 6: 55.0 7: 50.9 8: 47.4 9: 64.0 10: 55.5 11: 65.4	K: 39.3 1: 34.2 2: 42.4 3: 21.3 4: 31.0 5: 36.5 6: 40.6 7: 36.5 8: 53.2 9: 45.4 10: 51.7 11: 46.8	K: 53.1 1: 45.8 2: 43.5 3: 57.5 4: 51.3 5: 57.1 6: 46.6 7: 48.9 8: 53.6 9: 45.2 10: 60.9 11: 59.0		
Multiracial	1: 37.7 2: 40.6 3: 49.7 4: 52.1 5: 63.8 6: 55.6 7: 48.0 8: 56.6 9: 33.2 10: 26.8 11: 69.4 12: 91.0	1: 38.4 2: 22.8 3: 45.8 4: 44.4 5: 53.0 6: 48.9 7: 55.2 8: 47.3 9: 69.8 10: 63.8 11: 73.5	K: 55.8 1: 29.7 2: 25.1 3: 34.3 4: 43.6 5: 31.3 6: 27.1 7: 43.0 8: 59.1 9: 78.0 10: 68.8 11: 25.5	K: 45.7 1: 48.3 2: 45.7 3: 46.1 4: 40.3 5: 44.5 6: 42.0 7: 38.1 8: 45.5 9: 13.6 10: 41.3 11: 43.0		
White	1: 48.9 2: 41.1 3: 52.7 4: 60.4 5: 53.7 6: 47.8 7: 55.7 8: 49.9 9: 50.2 10: 46.6 11: 44.9	1: 49.7 2: 26.9 3: 42.3 4: 58.3 5: 53.6 6: 45.9 7: 52.8 8: 60.9 9: 77.8 10: 52.2 11: 76.2	K: 61.5 1: 39.2 2: 37.4 3: 45.5 4: 44.8 5: 47.4 6: 33.3 7: 42.9 8: 39.0 9: 57.2 10: 59.9 11: 51.3	K: 56.0 1: 58.2 2: 45.9 3: 57.5 4: 51.2 5: 61.1 6: 34.9 7: 54.1 8: 51.5 9: 54.5 10: 64.4 11: 47.5		
In-Person	1: 34.5 2: 42.4 3: 52.2 4: 53.3	1: 35.2 2: 24.3 3: 41.5 4: 48.1	K: 47.0 1: 34.8 2: 34.0 3: 30.8 4: 39.6	K: 45.8 1: 46.9 2: 42.2 3: 49.7 4: 47.2		

	5: 58.2 6: 52.8 7: 54.4 8: 51.5 9: 55.2 10: 43.1 11: 51.2 12: 53.9	5: 51.1 6: 51.8 7: 57.6 8: 52.8 9: 67.2 10: 54.0 11: 56.8 12: 69.3	5: 40.7 6: 32.4 7: 40.8 8: 48.5 9: 49.2 10: 54.5 11: 44.1 12: 37.8	5: 52.7 6: 41.2 7: 48.5 8: 53.8 9: 51.9 10: 58.8 11: 54.3 12: 35.8		
YC2S Distance Learning School	1: 59.0 2: 21.7 3: 43.0 4: 43.0 5: 21.4 6: 35.4 7: 65.7 8: 61.8	1: 40.8 2: 4.7 3: 29.3 4: 50.3 5: 55.3 6: 55.2 7: 54.0 8: 60.9	K: 78.5 1: 32.7 2: 43.2 3: 58.9 4: 19.5 5: 45.8 6: 61.4 7: 63.7 8: 36.6	K: 92.5 1: 46.4 2: 31.2 3: 52.0 4: 16.8 5: 39.2 6: 43.9 7: 65.2 8: 42.1		



Sec. 98b Goal Progress Report

Progress Reporting Requirements as outlined in law ([MCL 388.1698b](#)):

- Present on goal progression by First Board Meeting in February and No Later than the Last Day of School.
- Post presentation to district transparency site upon completion of presentation to the local board.

Suggested Template: While the information contained herein is required by statute (98b), this template is a suggested format and is not required to be used by local districts, schools, or buildings. Other formats containing the required information, as outlined in law, are acceptable for use.

Grades 9-11 Students

District: Ypsilanti Community Schools

Date: 12/2/2024

Table A: Building Goals that were established by September 15, 2021

Goal Category	Goal Related to Achievement or Growth as required by law (MCL 388.1698b)
Middle of the Year Academic Goal	YCS Goal 1: All YCS students (9-12) will improve performance in Reading/ELA from Fall to Spring as measured by NWEA. YCS Goal 1: All YCS students (9-12) will improve performance in Mathematics from Fall to Spring as measured by NWEA.
End of the Year Academic Goal	YCS Goal 2: All YCS students (9-12) will improve performance in Reading/ELA from Fall to Spring as measured by NWEA. YCS Goal 2: All YCS students (9-12) will improve performance in Mathematics from Fall to Spring as measured by NWEA.
Add additional academic goals as needed	N/A

Table B: Achievement Related to Academic Goals

Provide a narrative on progress toward meeting the goals outlined above.

As we reflect on the NWEA growth data, we notice that the reading and math growth for our high school students is at or above the level of pre-pandemic national growth norms. This speaks highly of the quality of our instruction, the dedication of our teachers, and the academic engagement of our students using our AI adopted supports and interventions.

As we look more closely at our NWEA achievement data, we notice a significant academic gap in the delivery of high quality instruction in our early learning centers. Our data shows that our kindergarteners are entering school with an average NWEA RIT score of 132.9 in Reading and 135.2 in Mathematics. The national average Reading RIT score is 136.7 and 139.6 for Mathematics. This indicates that our students start at or near the 25th percentile. However, contrary to national norms, the growth in both reading and math in grades TK, K, and 1 is lower than for grades 2 through 11, and lower than the national averages.

As a point of reference, the Michigan Department of Education (MDE) uses student growth percentiles (SGP) from their annual M-STEP and MI-Access test to evaluate instructional effectiveness. The MDE cut scores for the ranges of effectiveness ratings are: below the 20th percentile is "needs support," between the 20th and 40th percentiles is "developing," and between the 40th and 100th percentiles is "effective." NWEA growth percentiles are calculated using the same methodology as the MDE student growth percentiles, so the measurements are comparable. While MDE scales SGP each year, NWEA calculated their growth norms from pre-pandemic data.

Moving forward we must adopt a *realignment mindset model* that requires us to inspire and trust our staff so they can invest quality time in teaching the Tier 1 Ambitious Teaching and Formative Assessment curriculum with fidelity and responsibility. We must restructure the way our instructional leaders lead so that they can spend more time in our classrooms helping teachers to focus on high quality teaching practices that produce results. We recognize that YCS has pockets of strengths and that most employees want to see themselves as being successful. Our challenge is the strategy that we must use to revitalize our instructional teams so that they can focus on the main thing - high quality Tier 1 instruction with tiers 2 and 3 interventions. We must create a sense of *urgency* and understanding that a problem actually exists at YCS that we must overcome - low expectations that rob our students from a high quality educational experience. Focusing on the basics will not get us to where we need to be. We need to provide all students with high rigor with high support. This work will require us to pierce the veil of denial that is preventing us from confronting the need to reinvent our path forward. We must adopt a mindset that requires us to act deliberately, hone and leverage existing capabilities, and stimulate innovation.