



Leadership Collaboration Yields Transformative Gains in Panama City

All Six Elementary Schools Increase at Least One Letter Grade

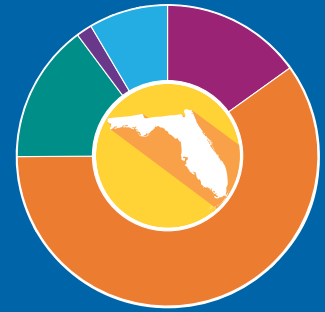
Anchored along the Emerald Coast in Florida’s Panhandle, Bay District Schools (BDS) serves more than 27,000 students from a range of cultural and socioeconomic backgrounds in a community renowned for destination beaches and thriving tourism.

The district is making remarkable strides by focusing on instructional coherence, building a data-driven culture, and developing school leaders—a strategy contributing to its strong performance. In 2023–2024, BDS came within three points of an A rating on the Florida assessments.¹

In Grades K–5, a key driver of these gains is the district’s partnership with Curriculum Associates’ Leader Impact Coaching by *i-Ready* (*i-Ready* Leader Impact), an evidence-based approach designed to identify school growth opportunities and promote leader and teacher capacity to effect change.

Bay District Schools
Panama City, Florida

Grades Pre-K–12 Breakdown¹
27,558 Students



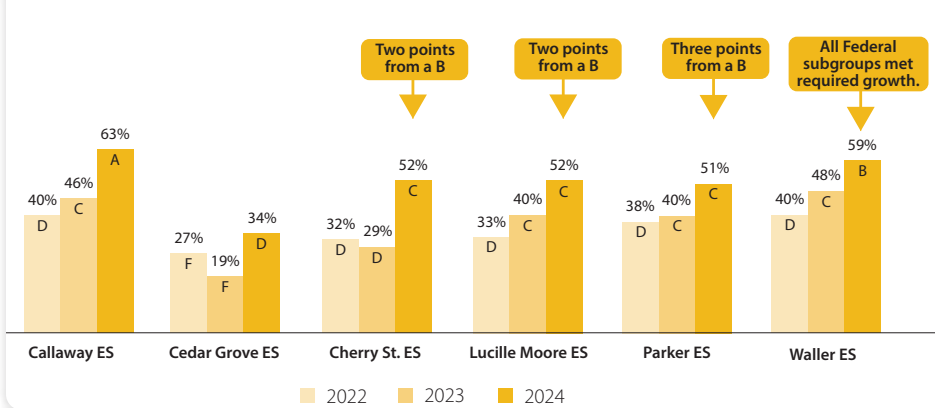
White Black Hispanic
Asian Other

7%
Multilingual Learners

20%
Students with Disabilities

61%
Students with Socioeconomic Disadvantages

Florida School Letter Grade Trends



Just four months into the *i-Ready* Leader Impact partnership, two-thirds of the BDS elementary schools most in need of academic improvement reported substantive reading and mathematics gains (shown in **medium yellow** bars). The subsequent year (shown in **dark yellow** bars), all six schools increased at least one letter grade, with Waller Elementary School improving two letter grades and Callaway Elementary School moving from a D to an A.²

Florida school letter grades provide an easy-to-understand way to measure school and student performance on statewide standardized assessments. The numbers² in the graph at left represent the percentage of accountability points achieved, where 100 represents the highest-possible score, not student proficiency.

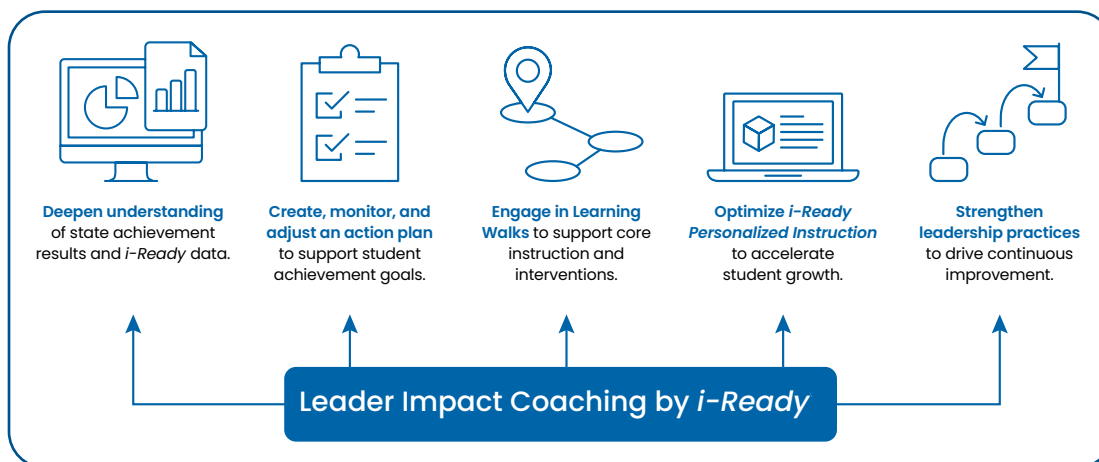
¹Nine schools improved their letter grades, and 15 schools achieved an A rating—11 more than the previous year.

EduData.FLDOE.org/ReportCards/Schools.html?School=0000&District=03

²FLDOE.org/Accountability/Accountability-Reporting/School-Grades/Index.html

i-Ready Leader Impact Coaching Strengthens the Data Culture at BDS

i-Ready Leader Impact coaching empowers BDS school leaders to create, implement, monitor, and adjust action plans to support student achievement. Tailored live coaching and ongoing technical assistance help principals leverage insights from data to provide continuous feedback on student performance and optimize conditions for high-impact classroom instruction. The side-by-side team approach brings laser focus to identify schoolwide strengths and growth opportunities, building leadership skills and best practices to manage and implement long-term, systemic change in BDS.



Creating the Connections That Drive Measurable Impact

In December 2022, principals from six BDS elementary schools most in need of academic improvement partnered with Curriculum Associates to implement the *i-Ready* Leader Impact coaching program. Their collaborative efforts began with a deep analysis of the Florida Assessment of Student Thinking (FAST) proficiency trends and the domain-level data available in *i-Ready* assessments.

Using these insights to identify classroom needs and determine which students would benefit from a double dose of instruction, *i-Ready* Leader Impact coaches worked closely with all six principals to adjust daily schedules and find time for more targeted instruction designed to improve students' understanding and strengthen critical skills.

The principals and their coaches also conducted ongoing classroom Learning Walks to help teachers plan small group instruction and optimize their use of *i-Ready Personalized Instruction's* online, student-driven lessons.

Stu Greenberg, *i-Ready* Leader Impact coach at Curriculum Associates, underscores the importance of teaching for transfer that is at the core of the program. "Students' performance reflects not only the quality of the assignments they're given but also how well that instruction prepares them to apply what they have learned to new and increasingly challenging tasks."

In just four months, four of the six schools saw a proficiency increase on the FAST in reading and mathematics. Gains extended to the entire cohort the following year.

"Through engaging districtwide professional [learning] for leaders, we have embraced strategies that meet students' specific needs. The resources and data insights offered have equipped principals and administrators to collaborate effectively in identifying growth areas, setting strategic goals, and customizing support for teachers at every grade level."

—Denise Kelley, Deputy Superintendent of Teaching and Learning, BDS

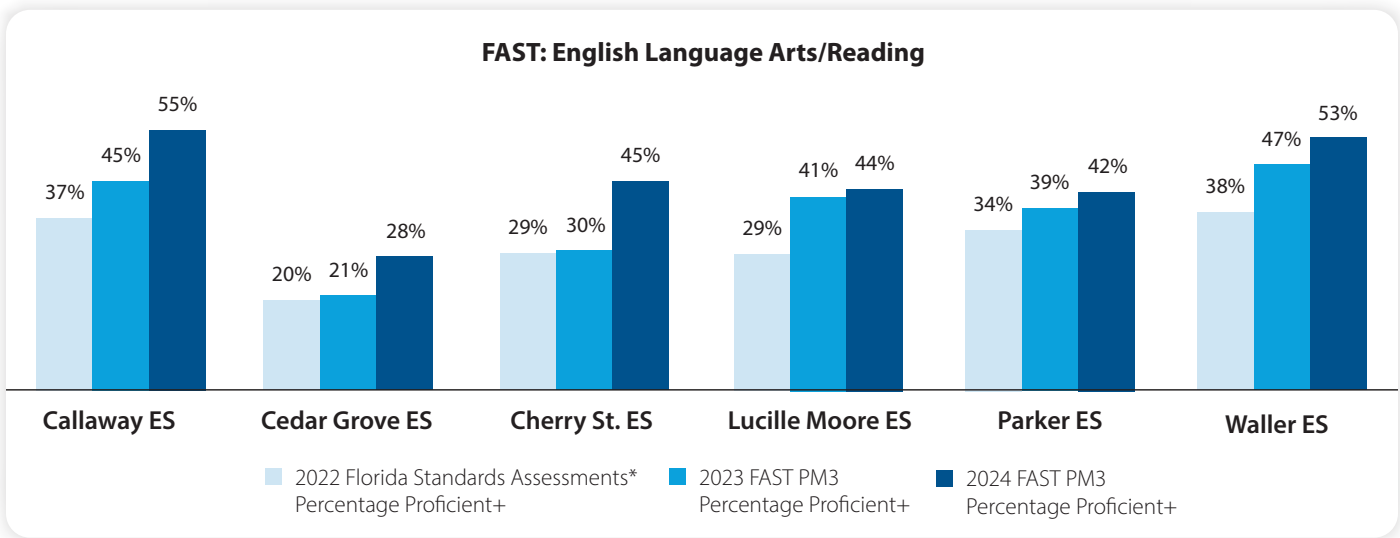
Building Results through the Power of Practice

In 2023–2024, success in the six schools became even more substantial with practices taking place for a full academic year. Incorporating new approaches—such as applying insights from the digital assessments in *i-Ready Standards Mastery* to inform instructional strategies and using Grade-Level Planning reports to build acceleration plans—played a key role.

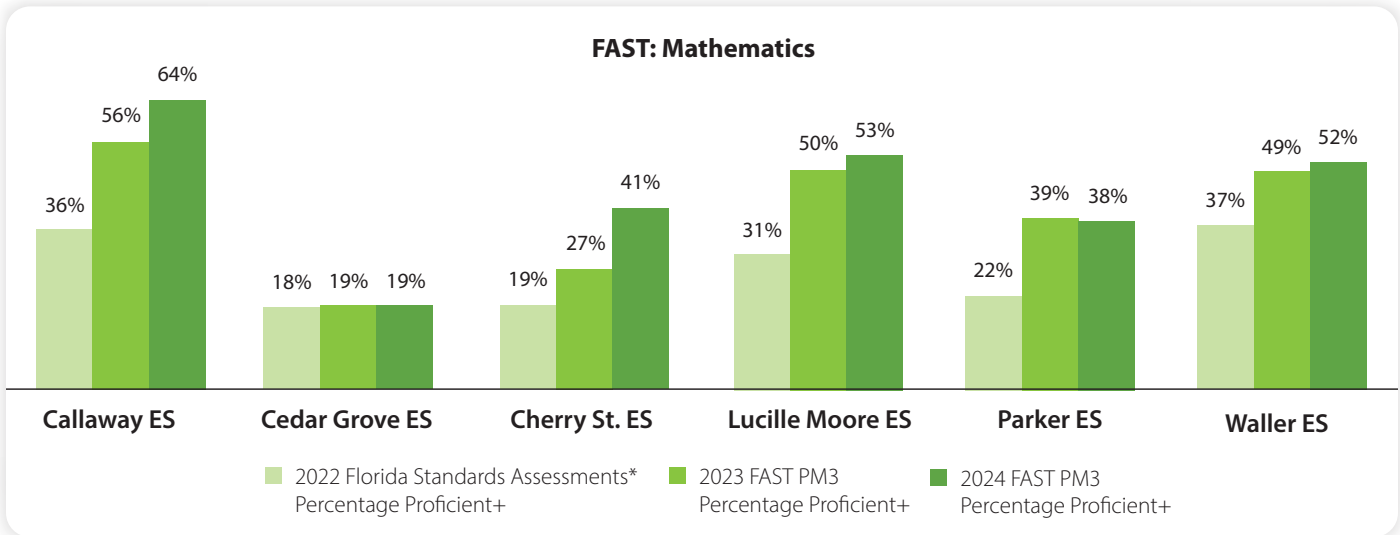
Greenberg continues, “By using *i-Ready Standards Mastery* items as a bell-ringer activity to start each lesson, BDS educators are able to elevate their teaching to meet the high expectations of Florida’s Benchmarks for Excellent Student Thinking (B.E.S.T.) standards.”

Chris Coan, a principal in the district, appreciates how the program supports him in making and modifying real-time, data-driven instructional decisions. “*i-Ready* allows me to analyze live student proficiency data from the individual student learning path, melded with high-level exemplars from Standards Mastery that directly correlate to the level of the state assessment.”

Since beginning their partnership with *i-Ready* Leader Impact in 2022, the percentage of BDS students in Grades 3–5 reaching proficiency in English Language Arts/Reading increased by 13 percentage points overall.



In mathematics, the gains were even higher. The percentage of students reaching proficiency increased by 17 percentage points overall.³



*Spring 2022 was the last year the state administered the Florida Standards Assessments before transitioning to the FAST in 2023.

³[FLDOE.org/Accountability/Assessments/K-12-Student-Assessment/Results](https://fldoe.org/Accountability/Assessments/K-12-Student-Assessment/Results)

Growing and Sustaining the Impact

Michelle Good, Callaway Elementary School principal, believes the leadership collaboration is a significant driver for measurable and continued growth.

“Our school was blessed with the opportunity to participate in Curriculum Associates’ Leader Impact coaching program. The wisdom and knowledge we gained were truly invaluable. Through our sessions with our *i-Ready* Coach, we were able to take what we learned and make calculated adjustments to our instructional plan.

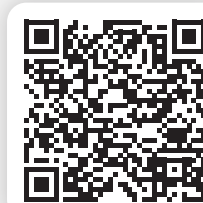
Good continues, “These strategic changes, combined with the effective use of *i-Ready*, helped catapult our school from a D to an A in just two short years. The lessons I learned will continue to shape the leadership decisions I make in the future.”

BDS took note of the impressive results across the elementary schools. Recognizing the importance of establishing long-term habits and actions for sustaining academic growth, Denise Kelley, deputy superintendent of teaching and learning, and her leadership team expanded *i-Ready* Leader Impact practices to schools districtwide in the 2024–2025 school year.

Kelley believes the results speak for themselves:

“Our collaboration with Curriculum Associates has ignited a transformation in how our leaders approach teaching and learning!”

Learn More about
Leader Impact
Coaching by
i-Ready



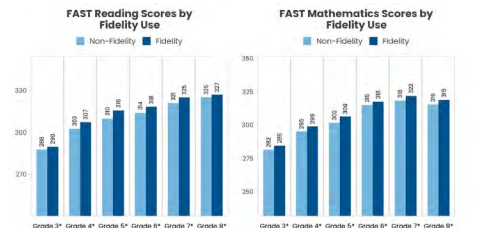
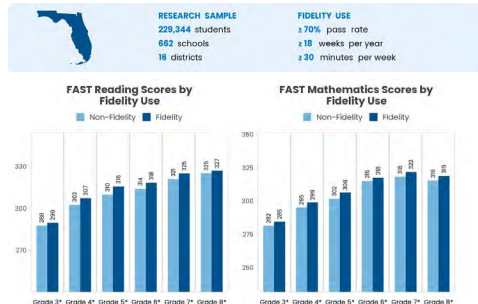
Curriculum Associates RESEARCH

i-Ready Personalized Instruction and Florida State Assessment Performance

Curriculum Associates Research | November 2024

Research Overview

To understand the association between the use of *i-Ready Personalized Instruction* (PI) and performance on the Florida state assessment, the Florida Assessment of Student Thinking (FAST), Curriculum Associates evaluated FAST scores and proficiency levels. Analyses included 229,344 students who used *i-Ready PI* during the 2022–2023 school year. These analyses examined the difference in state scores and proficiency rates between students who used *i-Ready PI* as intended and students using the program less consistently, accounting for fall performance. In both reading and mathematics, students who used *i-Ready PI* with fidelity demonstrated higher state test scores and were more likely to be proficient in all grades.



Note: *p < .05. State scores presented above reflect adjusted averages accounting for fall baseline performance. The non-fidelity group includes students whose *i-Ready PI* use was not sufficient to meet fidelity standards.
Methods: Researchers used statistical modeling to evaluate student performance (state test scores and proficiency rates) based on *i-Ready PI* usage. These models, graphed above, adjust for fall *i-Ready* diagnostic scores to account for student performance at school entry. Reading and mathematics scores were modeled separately by grade level. All models removed outliers in *i-Ready PI* usage. All results are correlational; testing if *i-Ready PI* usage is associated with differences in state scores/proficiency.

Across Grades K–8 reading and mathematics, Florida students who use *i-Ready Personalized Instruction* with fidelity demonstrate higher FAST scores and are more likely to be proficient than students who do not. Read the research!

