

2017-2018

Annual

Report



Indiana Principal Leadership Institute

Indiana State University
Bayh College of Education
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LETTER FROM THE DIRECTOR:

June 30, 2018



Dear Partners in Education:

As Director of the Indiana Principal Leadership Institute (IPLI), it is an honor to present to you the *2017-2018 Annual Report* of the Institute. Signed into law in May 2013, Senate Bill 402 authorized the creation of this two-year intensive professional development program for Indiana principals. In creating IPLI, the State recognized the impact principals have on student achievement. Our goal in year one of IPLI is to increase the principal's leadership capacity, and in year two, to shift the focus to the school to increase its capacity to ensure all students are learning.



In the spring of 2018, 62 principals, 11 mentors, and 124 teachers from Cohort 4 completed year two of IPLI where they studied their schools and created action plans for improvement. Fifty-nine principals joined Cohort 5 in July 2017 and focused on improving their leadership capacity. Both cohorts participated in action research showcases organized in a conference-style format that allowed the participants to learn from each other. This research is also being shared with school leaders, both statewide and nationally, through conference presentations and publications. In addition, all IPLI research projects are available on the IPLI website for use by all principals in Indiana.

In July, IPLI will begin its sixth cohort consisting of 54 principals and 12 mentors. With the addition of Cohort 6, over 350 principals will be directly impacted by IPLI's powerful professional development program. Furthermore, IPLI's partnership with the Indiana Association of School Principals and the Indiana Association of Public School Superintendents in the creation of the Indiana New Administrator Leadership Institute (INALI) has resulted in almost 250 new administrators receiving the knowledge, skills, and mentoring they need to be successful leaders.

The following report outlines the activities our principals engaged in throughout the past year. Although recent research suggests that it takes five years to fully stabilize and improve the teaching staff and to implement completely policies and the practices that positively impact the school's performance (Center for Public Education), preliminary data indicate that we are impacting their skills and improving schools. Exit-survey results and data collected from surveys and action research projects are showing improvements in leadership skills and student achievement. IPLI has continued to collect longitudinal data on participating principals and their schools. In year six, we will move forward with our plans to study the long-term effects of IPLI on school leaders and their institutions.

In addition, this report includes program feedback we have received from our participants and their superintendents supporting their principals' participation in IPLI. This feedback is used to make improvements to the program, and year six of IPLI promises substantial changes. An IPLI Leadership Team composed of experienced mentors will be trained to provide additional support to our mentors, principals, and school teams through the action research process. Another group of veteran mentors will be engaged in the development of a post-graduation program for IPLI participants.

On behalf of Indiana school principals, we thank you for your support. The challenges of the principalship are immense, and by creating IPLI, you have provided innovative ongoing professional development for school leaders and their schools. If you have any questions about this report, please do not hesitate to contact me.

Sincerely,

Linda Marrs-Morford, Director



The mission of the Indiana Principal Leadership Institute is to provide building-level principals with the skills and tools needed to increase their personal leadership capacities, as well as to increase the learning capacities of their schools.

OVERVIEW: Senate Bill 402 was signed by Governor Pence on May 11, 2013, creating the Indiana Principal Leadership Institute (IPLI), housed at Indiana State University's Bayh College of Education. IPLI is a two-year experience designed to address the professional needs of Indiana public school principals with an emphasis on student success. The Institute's first year focuses on increasing principals' capacities to address the current needs of their schools, such as teacher evaluation models, student performance, community involvement, and shaping a strong school culture. In year two, each principal and two teacher-leaders work together to increase the learning capacity of the school.

CONCEPTUAL FRAMEWORK: The conceptual framework for the model that guides IPLI is grounded in theory from the literature related to leadership capacity and learning organizations. It is separated into three parts to better understand the process:

- 1) **The interaction of personal (leadership improvement plan) and organizational goals (school improvement plan);**
- 2) **Using action research to create local knowledge; and**
- 3) **Using regional focus-cohorts as learning communities.**

It is through the processes of reflection, scientific inquiry, and collaboration that structure the best professional development for principals in the nation.

BENEFITS OF PARTICIPATION: Participation in IPLI includes the following benefits:

- **Two-year intensive professional development program;**
- **Mentoring by trained, highly-qualified mentors;**
- **Monthly regional focus-cohort meetings;**
- **Ten seminars featuring nationally-recognized school educators;**
- **Access to resources to support the needs of principals and their schools;**
- **Membership in the Indiana Association of School Principals;**
- **Registration for the Indiana Association of School Principals Fall Professionals Conference;**
- **Registration for the Ed Leaders Network, an online, on-demand professional development site to enhance one's educational leadership;**
- **Networking opportunities with principals from all over the state;**
- **An opportunity to enroll in 12 university credits toward the Indiana State University Educational Specialist's program at a significantly reduced tuition rate; and**
- **45 Professional Growth Plan (PGP) points for each year of participation.**

BENEFITS FOR ALL INDIANA PRINCIPALS: In addition to the targeted work with enrolled principals, IPLI is developing resources for use by all Indiana principals, their schools, and their school communities. These resources include:

- Access to the IPLI website (www.indianapli.org) and resources provided through IPLI's social media platforms (Twitter, Facebook);
- Access to IPLI e-newsletter;
- Access to IPLI blogs;
- Access to leadership assessments;
- Access to information about upcoming professional development opportunities throughout the state;
- Access to resources (such as checklists, leadership tips, organizational tools, and book summaries) located on IPLI website;
- Access to IPLI webinars dealing with hot topics in education;
- Access to research being conducted by IPLI participants; and
- Access to Indiana Association of School Principals Fall Conference speakers co-sponsored by IPLI. For example, on November 20, 2017, IPLI co-sponsored the keynote speaker for the IASP Conference, Dave Weber - *Leadership Redefined*.

IPLI Direct Impact (Cumulative)	IPLI Indirect Impact
<p>Total # of Principals Impacted</p> <ul style="list-style-type: none"> • Year 1: 56 • Year 2: 113 • Year 3: 174 • Year 4: 239 • Year 5: 299 • Year 6: 352 	<ul style="list-style-type: none"> • Access to IPLI resources: www.indianapli.org • Partnering with Indiana Association of School Principals on Fall Conference • Presenting research at various conferences <p>Impacting:</p> <p>~1,900 Indiana Principals ~70,000 Teachers ~1,000,000 Students</p>
<p>Total # of Teachers Impacted</p> <ul style="list-style-type: none"> • Year 1: ~3,222 • Year 2: ~5,701 • Year 3: ~8,202 • Year 4: ~10,753 • Year 5: ~13,162 • Year 6: ~15,527 	
<p>Total # of Students Impacted</p> <ul style="list-style-type: none"> • Year 1: ~49,396 • Year 2: ~84,138 • Year 3: ~122,221 • Year 4: ~159,098 • Year 5: ~193,574 • Year 6: ~229,827 	

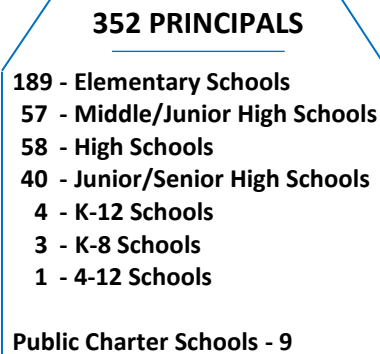
IPLI COHORTS:

Cohort 4 2016-2018	Cohort 5 2017-2019	Cohort 6 2018-2020
<ul style="list-style-type: none"> ➤ 65 Principals ➤ 11 Mentors 	<ul style="list-style-type: none"> ➤ 59 Principals ➤ 11 Mentors 	<ul style="list-style-type: none"> ➤ 54 Principals ➤ 12 Mentors
<ul style="list-style-type: none"> ➤ 35 - Elementary Schools ➤ 2 - K-8 Schools ➤ 11 - Junior / Senior High Schools ➤ 10 - High Schools ➤ 4 - 6-12 and 7-12 Schools ➤ 3 - K-12 and 4-12 Schools 	<ul style="list-style-type: none"> ➤ 37 - Elementary Schools ➤ 10 - Middle / Junior High Schools ➤ 9 - Junior / Senior High Schools ➤ 3 - High Schools 	<ul style="list-style-type: none"> ➤ 31 - Elementary Schools ➤ 1 - K-8 School ➤ 8 - Middle / Junior High Schools ➤ 4 - Junior / Senior High Schools ➤ 10 - High Schools
FREE & REDUCED	FREE & REDUCED	FREE & REDUCED
<ul style="list-style-type: none"> ➤ 0.0%-19%: 4 schools ➤ 20%-29%: 4 schools ➤ 30%-39%: 11 schools ➤ 40%-49%: 10 schools ➤ 50%-59%: 12 schools ➤ 60%-69%: 11 schools ➤ 70%-79%: 3 schools ➤ 80%-89%: 8 schools ➤ 90%-100%: 2 schools 	<ul style="list-style-type: none"> ➤ 0.0%-19%: 0 schools ➤ 20%-29%: 6 schools ➤ 30%-39%: 11 schools ➤ 40%-49%: 13 schools ➤ 50%-59%: 10 schools ➤ 60%-69%: 8 schools ➤ 70%-79%: 3 schools ➤ 80%-89%: 5 schools ➤ 90%-100%: 3 schools 	<ul style="list-style-type: none"> ➤ 0.0%-19%: 5 schools ➤ 20%-29%: 4 schools ➤ 30%-39%: 8 schools ➤ 40%-49%: 12 schools ➤ 50%-59%: 2 schools ➤ 60%-69%: 11 schools ➤ 70%-79%: 4 schools ➤ 80%-89%: 4 schools ➤ 90%-100%: 3 schools ➤ NA: 1 school
A-F ACCOUNTABILITY**	A-F ACCOUNTABILITY	A-F ACCOUNTABILITY
<ul style="list-style-type: none"> ➤ A: 36 schools ➤ B: 17 schools ➤ C: 8 schools ➤ D: 4 schools ➤ F: 0 schools 	<ul style="list-style-type: none"> ➤ A: 12 schools ➤ B: 18 schools ➤ C: 19 schools ➤ D: 8 schools ➤ F: 1 school ➤ NA: 1 school 	<ul style="list-style-type: none"> ➤ A: 13 schools ➤ B: 22 schools ➤ C: 10 schools ➤ D: 4 schools ➤ F: 4 schools ➤ NA: 1 school

*For Cohorts 1, 2, and 3 data, see previous IPLI Annual Reports at www.indianapli.org.

** Due to the transition to the more rigorous Indiana College and Career Ready Standards and a new, more rigorous assessment aligned to these standards, the Indiana General Assembly passed Senate Enrolled Act 200 to hold schools and corporations harmless for the results of the more rigorous assessment. This Hold Harmless approach for Statewide Accountability allowed schools and corporations to receive the better of either the 2013-14 grade or the 2014-15 grade.

Cohort 1 Principals -- 56
Cohort 2 Principals -- 57
Cohort 3 Principals -- 61
Cohort 4 Principals -- 65
Cohort 5 Principals -- 59
Cohort 6 Principals -- 54



COHORT 4 ACHIEVEMENTS:

- In year two, teams consisting of the principal and two teacher-leaders from each school engaged in an intense study of their school using the High Reliability Schools™ framework. This framework, based on 40 years of educational research, defines five progressive levels of performance that a school must master to become a high reliability school - where all students learn the content and skills they need for success in college, careers, and beyond.
- Each school team (principal plus two teacher-leaders) collected data to identify strengths and areas for growth using the Marzano High Reliability Schools™ leading indicators surveys. Teams developed action research projects focused on increasing the learning capacities of their schools.
- Sixty-two team action research projects were completed and presented at the annual IPLI Showcase of Schools on April 9, 2018. Five to ten will be selected to present at the Indiana Association of School Principals Fall Professionals Conference on November 19, 2018.
- Five principals presented their first-year, individual, action research projects at the Indiana Association of School Principals Fall Professionals Conference on November 20, 2017.

2017 Action Research Showcase

Principals' Action Research Topics	Percentage
Finding Balance / Personal Wellness	33%
Improving Instructional Leadership	31%
Improving Climate and/or Culture	11%
Distributing Leadership	8%
Using Social Media	8%
Improving Critical Conversations	3%
Improving Communication	3%
Improving Organizational Skills	3%

2018 Showcase of Schools

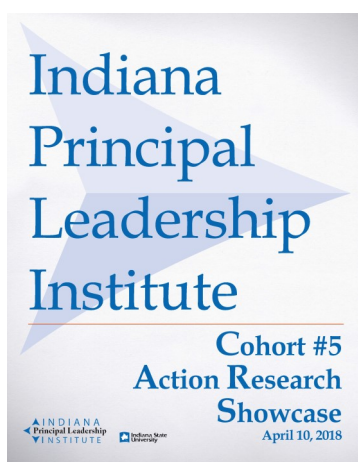
Teams' Action Research Topics	Percentage
Creating an Instructional Model	40%
Building a Positive Collaborative Culture	16%
Implementing Instructional Rounds	12%
Developing PLCs	12%
Improving Classroom Instruction	12%
Improving Communication	6%
Providing Effective Professional Development	3%



Cohort 4 graduated on April 9, 2018.

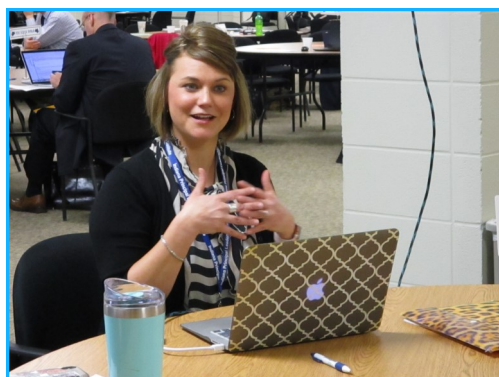
COHORT 5 ACHIEVEMENTS:

- In year one, principals are assigned to a regional focus-cohort in order to receive ongoing action research coaching and development of regional networking communities. Eleven regional cohorts were created and met on a monthly basis.
- Fifty-nine principals and their mentors engaged in an intense study of key, research-based leadership behaviors shown to improve student achievement.
- Each principal administered a leadership assessment to his/her staff. The results of this assessment along with two other surveys (Dweck Mindset Assessment; Kafele's 50 Questions) were used to identify strengths and areas for potential growth. Using these data, principals developed a six-month action research project focused on increasing their leadership capacities.
- Principals presented their individual action research projects at the IPLI Action Research Showcase, April 10, 2018. Five to six projects will be selected for presentation at the Indiana Association of School Principals Fall Professionals Conference on November 19, 2018.



2018 Action Research Showcase

Topic	Percentage
Management	31%
Instructional Leadership	28%
Communication	14%
School Culture	12%
Collaboration	7%
Self-improvement	5%
Engaging Parents/Community	3%



Diamond Robinson, Southwick Elementary School in Fort Wayne, and Aimee Lunsford, Flint Springs Elementary School in Huntington, present during the Cohort 5 Action Research Showcase on April 10, 2018.

IPLI PARTNERSHIPS: IPLI has worked very closely with the Indiana Association of School Principals (IASP), the Indiana Association of Public School Superintendents (IAPSS), the Indiana Department of Education, and various school districts around the state. These partnerships have resulted in increased communication and sharing of resources among the organizations and their members. For example, IASP provides facilities for mentor training sessions and IPLI Advisory Board meetings at no charge.

Another great example of how educational entities can work together to provide high-quality learning opportunities for Indiana's educators is IPLI's partnership with Lawrence Township School District. Lawrence Township allows IPLI to use its Community Center's professional development rooms for the September, January, and April IPLI Seminars. These facilities are provided at no charge to IPLI, saving IPLI over \$30,000. This partnership was facilitated by IASP and the Indiana State University Educational Leadership Department.

IPLI has also developed a partnership with Marzano Research Laboratory to ensure that our participants are receiving the most up-to-date, research-based professional development available. For additional information about the Marzano Research Laboratory, please visit www.marzanoresearch.com.

During the first year of IPLI, it became clear that support for new Indiana building-level administrators was needed. Whereas IPLI supports practicing principals, little support was available for new principals, assistant principals, and deans. IPLI, IASP, and IAPSS worked together to create the Indiana New Administrator Leadership Institute (INALI), housed with IASP. Modeled after IPLI, the INALI program builds upon the annual IASP New Administrator Conference and creates ongoing support through seminars, mentoring, regional meetings and communication, and online, on-demand, professional development—Ed Leaders Network. Funds for the program come from district contributions and IASP. In its first year, 45 administrators enrolled in the program. The program has grown significantly over the past three years with 53 new administrators in Cohort 2, 70 in Cohort 3, and 78 in Cohort 4. Cohort 5 will begin on July 18, 2018.

INALI Impact (Cumulative)

Total # of New Administrators Impacted

Year 1: 45
Year 2: 98
Year 3: 168
Year 4: 246

Total # of Teachers Impacted

Year 1: ~2,027
Year 2: ~4,661
Year 3: ~8,236
Year 4: ~11,964

Total # of Students Impacted

Year 1: ~30,413
Year 2: ~68,217
Year 3: ~123,769
Year 4: ~183,988



INALI Cohort 5 participants working with data at the July 2017 New Administrator Workshop.

IPLI ADVISORY BOARD: By statute, the IPLI Advisory Board consists of eight members appointed by the president of Indiana State University and one member appointed by the State Superintendent of Public Instruction. Members serve a four-year term beginning May 1 in the year of appointment. In the spring of 2017, a new board was appointed. The board held its first meeting on August 21, 2017, and Dr. Paul Kaiser was elected to serve as Chairperson. The board met again on June 7, 2018.

Groups	2017-2021 Board Members
State Superintendent appointment	Kelly Wittman, Senior Advisor, Indiana Department of Education
Practicing public school principals	Mike Pinto, James Cole Elementary School, Tippecanoe School Corporation Shawn Wright-Browner, J. Everett Light Career Center, MSD Washington Township
Members of the General Assembly	The Honorable Jon Ford Indiana State Senator
Experts in administration, supervision, curriculum development, or evaluation who are members of the faculty of a state-supported university	Dr. Steve Gruenert, Professor, Indiana State University Department of Educational Leadership
Practicing school superintendents	Dr. Paul Kaiser, Superintendent, Beech Grove City Schools
Parents of public-school-age children	Dr. David Hoffert, Superintendent, Warsaw Community Schools
Practicing public school teachers	Zachary Waggoner, Cedar Hall Community School
Members of the business or industry community	Rick Burger, Duke Energy, Terre Haute
Others:	Dr. Todd Bess, Executive Director, Indiana Association of School Principals Dr. John T. Coopman, Executive Director, Indiana Association of Public School Superintendents, Indianapolis Greg Goode, Government Relations Executive Director Indiana State University



Cohort 4 principals and teachers watch a presentation during the April 9, 2018, Action Research Showcase of Schools.

PROJECTED BUDGET:

DESCRIPTION	2018-2019	2019-2020
Projected Expenditures:		
Personnel <ul style="list-style-type: none"> Salaries for Director, Program Coordinator, Student Workers Benefits for Director, Program Coordinator 	\$202,000	\$206,000
Contracted Services <ul style="list-style-type: none"> Mentor stipends Speaker stipends Data collection and analysis Consultant stipends 	\$248,000	\$244,000
Program Delivery Expenses <ul style="list-style-type: none"> Mentor travel reimbursement (seminars, site visits, regional meetings) IPLI personnel travel (seminars, regional meetings, conferences, association meetings) Speaker and consultant travel Postage Phone and fax lines Printing services 	\$75,000	\$75,000
Other Services <ul style="list-style-type: none"> IASP memberships IASP conference registrations Food for seminars Seminar facility costs 	\$105,000	\$105,000
Total Supplies	\$20,000	\$20,000
Expenditures Total	\$650,000	\$650,000
Projected Revenue:		
State Appropriation	\$600,000	\$600,000
District \$1,000/Principal (1 year only)	\$59,000	\$50,000
Revenue Total	\$659,000	\$650,000

INDIANA STATE UNIVERSITY IN-KIND CONTRIBUTIONS: Indiana State University supports IPLI through its in-kind contributions. Four faculty members from the Department of Educational Leadership volunteer over 100 hours of time to serve on the IPLI Design Team and attend IPLI activities. They have also assisted in the development of numerous resources to support Indiana principals and have presented at IPLI seminars for no charge.

Indiana State University provides office space for IPLI at no charge. IPLI's home is the Bayh College of Education. In addition, operational support, training of IPLI staff, and technology support including housing the website on the university server are provided as in-kind contributions.

OVERVIEW OF IPLI TWO-YEAR PROGRAM:

YEAR 1 — FOCUS ON THE PRINCIPAL

Month	Focus/Activities	Speakers
July: 2 days	2-Day Summer Seminar: <ul style="list-style-type: none"> • Understanding action research • Leadership development • Regional focus-cohort meetings 	<ul style="list-style-type: none"> • Linda Marrs-Morford/Steve Gruenert: Overview of IPLI • Leadership Keynote - TBD • Nancy Dana - Overview of action research & mini AR projects • Two Leadership Keynotes - TBD
August	Regional Focus-Cohort Meetings: <ul style="list-style-type: none"> • Share progress of mini AR projects • Hot topics/issues 	
September	Seminar - Focus on Principal as Instructional Leader: <ul style="list-style-type: none"> • Leadership development • Building-level hot topic sessions • Regional focus-cohort meetings - start developing leadership AR project 	<ul style="list-style-type: none"> • Annette Breaux: <i>10-Minute Inservice</i> • Leadership Keynote - TBD
October	Regional Focus-Cohort Meetings: <ul style="list-style-type: none"> • Continued development of leadership AR project • Hot topics/issues 	
November	Seminar - In conjunction with IASP Conference: <ul style="list-style-type: none"> • Leadership development • Attendance at conference Sunday, Monday, and Tuesday • Regional focus-cohort meetings 	<ul style="list-style-type: none"> • IASP Leadership Keynotes: Sunday, Monday, and Tuesday - TBD • Concurrent sessions: Monday and Tuesday
December	No meetings	
January	Seminar - Focus on Principal as Instructional Leader: <ul style="list-style-type: none"> • Leadership development • Progress update on individual leadership action research projects • Building-level hot topics • Regional focus-cohort meetings 	<ul style="list-style-type: none"> • Leadership Keynote - TBD
February	Regional Focus-Cohort Meetings: <ul style="list-style-type: none"> • Progress report on individual leadership AR project • Hot topics / issues 	
March	Regional Focus-Cohort Meetings: <ul style="list-style-type: none"> • Progress report on individual leadership AR project • Hot topics / issues 	

OVERVIEW OF IPLI TWO-YEAR PROGRAM (Continued):

YEAR 1 — FOCUS ON THE PRINCIPAL (Continued)

Month	Focus/Activities	Speakers
April	Seminar – Action Research Showcase: <ul style="list-style-type: none"> • Leadership development • Understanding and shaping school culture • Each principal shares results of AR leadership project • Selecting teacher-leaders for year two • Building-level hot topic sessions 	<ul style="list-style-type: none"> • Nancy Dana - <i>AR Showcase Celebration</i> • Linda Marrs-Morford: Overview of IPLI year 2 • Steve Gruenert - <i>School Culture</i> and selecting year two teacher-leaders
May or June	Regional Focus-Cohort Meetings: <ul style="list-style-type: none"> • Selecting teacher-leaders for year two • Using AR as part of continuous learning cycle for school leaders • Hot topics / issues 	



Cohort 5 principals attend the AR Showcase presentation by Rachel Vallance of Northridge Middle School entitled *Balancing Management and Leadership for Efficiency*.

OVERVIEW OF IPLI TWO-YEAR PROGRAM (Continued):

YEAR 2 — FOCUS ON THE SCHOOL

Month	Focus/Activities	Speakers
July: 2 days	Two-Day Summer Seminar: <ul style="list-style-type: none"> • Leadership for school improvement - principal and teacher-leaders • Critical commitments to improve schools • Analyze Level 1 HRS™ data • Share AR projects with new cohort • Mini AR SIP project 	<ul style="list-style-type: none"> • Leadership Keynotes - TBD • Tammy Heflebower, Marzano Research, <i>The Journey to Becoming a Professional Learning Community - Safe and Collaborative Culture</i>
August	Regional Focus-Cohort Meetings: <ul style="list-style-type: none"> • Progress report on team mini AR projects • Analyzing data for school improvement planning • Hot topics / issues 	
September	Seminar: <ul style="list-style-type: none"> • Share results of mini AR SIP project • Critical commitments to improve schools • Analyze Level 2 HRS™ data • Development of AR SIP project • Building-level hot topic sessions • Regional focus-cohort meetings 	<ul style="list-style-type: none"> • Phil Warrick, Marzano Research, <i>The Journey to Becoming a Professional Learning Community - Ensuring Effective Teaching in Every Classroom</i>
October	Regional Focus-Cohort Meetings: <ul style="list-style-type: none"> • SIP - Where do we start? Review critical commitments • Development of AR SIP project • Hot topics/issues 	
November	Seminar - In conjunction with IASP Conference: <ul style="list-style-type: none"> • Leadership development • Attendance at conference Sunday, Monday, and Tuesday • Regional focus-cohort meetings 	<ul style="list-style-type: none"> • IASP Leadership Keynotes: Sunday, Monday, and Tuesday - TBD • Concurrent sessions: Monday and Tuesday
December	No Meetings	
January	Seminar: <ul style="list-style-type: none"> • Critical commitments to improve schools • Analyze Level 3 HRS™ data • Share progress on AR SIP project • Building-level hot topic sessions • Regional focus-cohort meetings 	<ul style="list-style-type: none"> • Phil Warrick, Marzano Research, <i>The Journey to Becoming a Professional Learning Community - Guaranteed & Viable Curriculum</i>

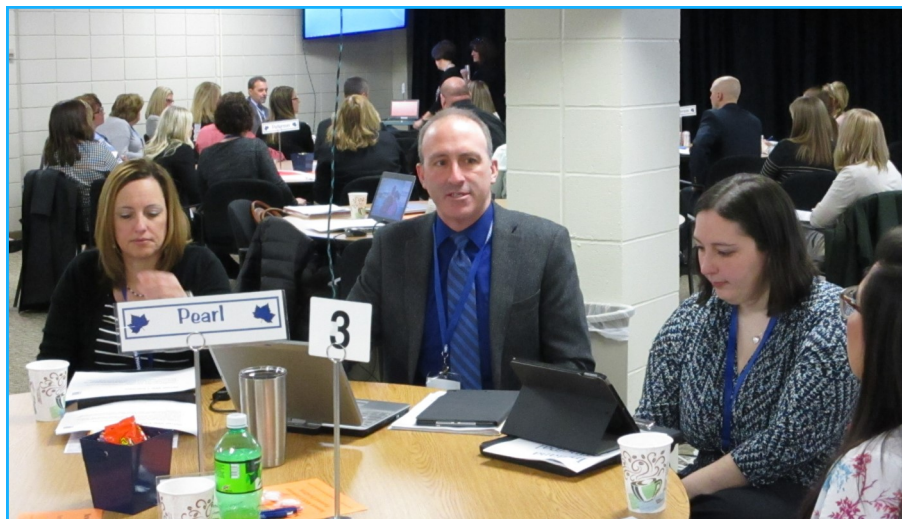
OVERVIEW OF IPLI TWO-YEAR PROGRAM (Continued):

YEAR 2 — FOCUS ON THE SCHOOL (Continued)

Month	Focus/Activities	Speakers
February	Regional focus-cohort meetings: <ul style="list-style-type: none"> Review progress of AR SIP project Hot topics/issues 	
March	Regional focus-cohort meetings: <ul style="list-style-type: none"> Review progress of AR SIP project SIP for next year Hot topics/issues 	
April	Seminar: <ul style="list-style-type: none"> Leadership development AR Showcase of Schools Graduation 	<ul style="list-style-type: none"> Leadership Keynote - TBD
May or June	Regional focus-cohort meetings: <ul style="list-style-type: none"> Bringing closure to IPLI Celebration Hot topics / issues 	

In addition,

- Each year mentors will conduct two site visits to each principal's school - one in the fall and one in the spring.
- Mentors will maintain regular (weekly) communication with regional focus-cohort members.
- The IPLI website will be updated regularly to include resources for principals.
- IPLI will publish quarterly newsletters to provide information and resources for school leaders.
- IPLI will utilize various social media networks to communicate, develop professional networking, and provide resources for school leaders.
- IPLI will provide information about state and national professional development opportunities available to Indiana educators.



**Western High School
Principal Rick Davis and his
teacher-leaders present
Framed for Success during
the Cohort 4 Showcase of
Schools on April 9, 2018.**

OVERALL RESULTS: Early data substantiates IPLI's dramatic impact on school administrators, both personally and professionally, and their schools. Appendices A-D provide the following detailed data reports:

- IPLI Cohort 4 - 2017-2018 Seminar Exit Survey Results (Appendix A)
- IPLI Cohort 5 - 2017-2018 Seminar Exit Survey Results (Appendix B)
- IPLI Cohort 4 - Principals' End-of-Program Exit Survey Results (Appendix C)
- IPLI Cohort 4 - Superintendents' Survey Results (Appendix D)

The following table summarizes key results from IPLI Cohort 1, Cohort 2, Cohort 3, and Cohort 4 Program Exit Surveys. Survey ratings and comments from every seminar and program exit survey have been used to make improvements to the program. Superintendents are stating that IPLI is having a significant impact on the leadership capacity of their principals. One-hundred percent of principals and 97% of superintendents would recommend the program to their respective colleagues. Several principals indicated that IPLI was the best professional development experience they have had in their careers. See Appendices A-D for additional comments from superintendents, IPLI graduates, and current participants.

IPLI COHORT PRINCIPALS' RATINGS (Cohorts 1-4)			
Survey Item	Cohorts 1 - 3	Cohort 4	Combined Ratings
Value of Overall Experience	9.10 out of 10	9.27 out of 10	9.14 out of 10
Overall Seminar Rating	8.58 out of 10	9.08 out of 10	8.71 out of 10
Value of Monthly regional focus-cohort meetings	8.31 out of 10	8.52 out of 10	8.36 out of 10
Value of the action research projects	8.34 out of 10	8.87 out of 10	8.47 out of 10
Value of including two teachers in year two	8.78 out of 10	9.31 out of 10	8.91 out of 10
Value of using the High Reliability Schools Framework in year two	8.48 out of 10	9.06 out of 10	8.63 out of 10
Quality of the mentoring relationship	4.57 out of 5	4.6 out of 5	4.58 out of 5
Would recommend IPLI to other principals	100% Yes	100% Yes	100% Yes

Dr. Pedro Noguera presented *Excellence Through Equity* to over 300 educators during the July 2017 Summer seminar.



OVERALL RESULTS (Continued):

IPLI SUPERINTENDENTS' RATINGS (Cohorts 1-4)			
Survey Item	Cohort 1 - 3	Cohort 4	Combined Ratings
Did the leadership capacity of your principal increase as a result of IPLI?	94.3% Yes	94% Yes	94.3% Yes
Impact of the IPLI seminars	8.34 out of 10	8.79 out of 10	8.45 out of 10
Impact of the mentoring provided	8.16 out of 10	9.0 out of 10	8.37 out of 10
Impact of the monthly regional focus-cohort meetings	8.09 out of 10	8.71 out of 10	8.24 out of 10
Value of including two teachers in year two	8.27 out of 10	9.07 out of 10	8.47 out of 10
Value of using the High Reliability Framework in year two	8.32 out of 10	8.71 out of 10	8.42 out of 10
Would encourage other superintendents to provide the opportunity for their principal to participate in IPLI	97% Yes	100% Yes	98% Yes

The ultimate evidence to validate the continuation of IPLI is the impact on student achievement in our participants' schools. Twenty of the 56 principals in Cohort 1 increased school-level grades after one year. Unfortunately, because of state assessment changes, data from the last three years are not usable for comparison purposes. It is our intent to maintain our relationships with IPLI principals and schools after completion of the program and continue to collect longitudinal student achievement data.

MOVING FORWARD: As previously stated, IPLI is an action research project focused on the question, "What is the best professional development to help principals increase their leadership capacities (year one) and the learning capacities of their schools (year two)?" Feedback from participants and superintendents allows IPLI to continuously tweak the program to improve effectiveness. An example of how participant feedback continues to influence IPLI is the development of a post-graduation program. Although graduates continue to be invited to seminars to hear keynotes, receive the IPLI e-Newsletter, and have access to online resources, graduates have encouraged IPLI to explore a more in-depth program to build on their IPLI experiences. Working with veteran mentors, IPLI is building a third year pilot program to implement in the fall of 2019.



Fifty-nine principals and 11 mentors in Cohort 5 began their IPLI journey at the Summer 2017 Seminar.

MOVING FORWARD (Continued):

Research suggests that it takes five years to fully stabilize and improve the teaching staff and to completely implement policies and the practices that positively impact the school's performance (Center for Public Education). As we move into year six of IPLI, we will move forward with our plans to study the long-term effects of IPLI on school leaders and their institutions, beginning with Cohort 1. Unfortunately, because of the recent yearly changes to state assessments, student achievement data for comparison purposes is only available for two years (2013 and 2014). Therefore, IPLI will utilize the data from the pre-assessments we have administered (School Culture Survey, Leadership Survey, and High Reliability Schools™ Surveys) during the program and conduct post-graduation assessments to evaluate the impact of the program. We will also examine other factors such as principal turnover in an effort to determine IPLI's long-term influence on school leadership and student achievement.

IPLI is also exploring ways to increase the leadership capacity of the organization without the hiring of additional staff. Six veteran mentors have been chosen to serve on the IPLI Leadership Team. This team will assist in the further development of IPLI and assume some of the leadership responsibilities to allow expansion of IPLI without significant personnel costs.

The IPLI Director and Design Team continue to share the work of IPLI through conference presentations and publications. Thirteen IPLI principals presented their research at the 2017 Indiana Association of School Principals Fall Professionals Conference. Proposals to present Cohort 4 team research and Cohort 5 individual research at the 2018 IASP Fall Professionals Conference have been submitted.

IPLI continues to share the success of the program on a national level. On March 14, 2018, IPLI Director Dr. Linda Marrs-Morford presented an overview of IPLI to a legislative group in Washington, D. C. Legislative assistants and principals and teachers from the U. S. Department of Education's School Ambassador Fellowship program were present to hear the presentation and ask questions. Congressman Jim Banks received the 2017 IPLI Service Award, and Indiana State University's President Deborah Curtis and Provost Michael Licari also shared their reflections about the impact of IPLI on Indiana's educators. Our hope is that these conversations will spark additional opportunities to share best practices in principal professional development with similar organizations across the country.



Congressman Jim Banks was awarded the 2017 IPLI Service Award in Washington, DC.

In addition, IPLI continues to work with other state leaders through the School Leaders Collaborative which includes representatives from the Indiana, Illinois, Missouri, Washington, and Wisconsin principals' associations to develop a system of support for principals and their leadership team members.

Indiana is a leader in innovative support for principals and their schools. The support our school leaders are receiving is invaluable, as the comments from our participants indicate. IPLI continues to grow, and the vision provided by the General Assembly is being realized and expanding. Here at IPLI, we are looking forward to another great year of learning!

INDIANA NEW ADMINISTRATOR LEADERSHIP INSTITUTE (INALI):

Recognizing the need for support and professional development for new school administrators, in 2014, IPLI, the Indiana Association of School Principals (IASP), and the Indiana Association of Public School Superintendents (IAPSS) partnered to create the Indiana New Administrator Leadership Institute (INALI). Modeled after IPLI, INALI is funded through corporation contributions, grants, and IASP support. Since its inception, over 250 new administrators have received the knowledge, skills, and mentoring they need to be successful leaders. In July, INALI will begin its fifth cohort.

OVERVIEW OF INDIANA NEW ADMINISTRATOR LEADERSHIP INSTITUTE (INALI) TWO-YEAR PROGRAM:

Year 1			Year 2		
Month	Activities		Month	Activities	
July: 2 days	INALI New Administrator Workshop and Evaluation Training		July	INALI New Administrator Workshop	
August	Regional Meetings		August	Regional Meetings	
September	INALI Seminar		September	INALI Seminar	
October	Regional Meetings		October	Regional Meetings	
November	IASP Assistant Principals/Deans Conference or IASP Principals Conference		November	IASP Assistant Principals/Deans Conference or IASP Principals Conference	
December	No Meetings		December	No Meetings	
January	Regional Meetings		January	Regional Meetings	
February	INALI Seminar		February	INALI Seminar & Graduation	
March	Regional Meetings		March	Regional Meetings	
April	Regional Meetings		April	Regional Meetings	
May/June	Regional Meetings		May/June	Regional Meetings	

INALI OVERVIEW (Continued):

In addition,

- Each year mentors will conduct two site visits to each new administrator's school; one in the fall and one in the spring.
- Mentors will maintain regular (weekly) communication with regional focus-cohort members.
- The IPLI website will be updated regularly to include resources for new administrators.
- IPLI will publish quarterly newsletters to provide information and resources for school leaders.
- IPLI will utilize various social media networks to communicate, develop professional networking, and provide resources for school leaders.
- IPLI will provide information about state and national professional development opportunities available to Indiana educators.

INALI BENEFITS OF PARTICIPATION: Participation in INALI includes the following benefits:

- **2 years of membership in IASP;**
- **2 years of state conference attendance;**
- **2 years of professional development seminars in Indianapolis (July, September, February);**
- **2 years of mentoring by a retired or practicing administrator;**
- **2 years of regional cohort meetings with a mentor and regional group;**
- **One-on-one school visits by a mentor (fall and spring of each year);**
- **2 years of membership in Ed Leaders Network: An on-demand, online, professional development site to enhance educational leadership; and**
- **45 PGP for each year of participation. Completion of INALI fulfills IMAP requirements.**

INALI OVERALL RESULTS: Early data substantiates INALI's dramatic impact on new school administrators, both personally and professionally, and their schools. Appendices E-F provide the following detailed data reports:

- INALI Cohort 4 Seminar Exit Survey Results (Appendix E)
- INALI Cohort 3 End-of-Program Exit Survey Results (Appendix F)

INALI Cohort 3 began the program in July of 2016. Their end-of-program survey results were extremely positive as reflected in the following summary chart.

INALI COHORT 3 END-OF-PROGRAM SURVEY RATINGS	
Survey Items	Results
How would you rate the value of your regional cohort meetings?	4.69 out of 5
How would you rate the value of onsite programming (seminars)?	4.58 out of 5
How would you rate the value of your mentor?	4.83 out of 5

MOVING FORWARD: Based on the feedback from INALI participants, INALI continues to evolve. For example, originally in year two of INALI, participants had the option of attending the year-one seminars along with the new cohort. Participants recommended adding seminars targeted specifically for year-two participants. As a result, year two of Cohort 4 will include seminars focused on the needs of second-year new administrators.

Funding for INALI continues to be an issue, and INALI is exploring grants and other funding opportunities to secure additional resources for our new administrators. As indicated in the exit surveys, INALI participants highly value the support being provided, and the program continues to grow despite the limited resources. Together, INALI and IPLI are providing an aligned system of support for school administrators to enable them to lead highly effective schools.



APPENDIX

A

IPLI Cohort 4

2017-2018 Seminar Exit Survey Results

IPLI COHORT 4 - 2017-2018 SEMINAR EXIT SURVEY RESULTS:

Activity	Overall Seminar Rating	Comments from Exit Surveys
Summer Seminar July 12-13, 2017		<p><u>Overall:</u></p> <ul style="list-style-type: none"> <i>This is PD like I have never experienced. It is critical to my improvement as a leader.</i>
Principals	8.66/10 (great impact)	<ul style="list-style-type: none"> <i>Quality speakers, topics, and interaction among attendees. Well organized, planned and executed.</i> <i>It was great collaboration time with our teachers and PD time.</i> <i>Great to experience the professional development with two teachers. Really enjoyed the speakers.</i>
Teachers	8.33/10 (great impact)	<ul style="list-style-type: none"> <i>Great time to collaborate with teachers and peers!</i> <i>The opening speaker was amazing and inspiring; however, I was disappointed in the afternoon session for my teacher leaders. They did not learn skills to take back to perform their tasks as teacher-leaders.</i> <i>Loved it! Pedro Noguera was amazing.</i> <i>It would have been nice to have Marzano training both days. She could have presented the first day to get our thinking going and the second day take us through the work. It was a lot at once and would have been nice to process instead of hurry through when our brains were full of great information that needed time to digest.</i> <i>Excellent information! I have my three things I am ready to implement!!! I was able to take away something applicable from each speaker. Awesome job!</i> <i>Awesome speakers. Great time to work with my staff. Our mentor Dan is very helpful. Thanks for having the sharing of action research in the same building this year.</i> <i>Conference was very good; however the speakers Wednesday afternoon were not quite the caliber of speaker I am accustomed to for IPLI.</i> <i>Feedback from my teachers were that they loved all speakers, but the speaker (Painter) that the teachers heard and then the principals heard, a lot of repetitive.</i> <i>The AM session on Day 1 was wonderful and the full day session on Day 2 was great! The PM session on Day 1, "Hack Your School," was a little too long and scattered.</i> <i>Wonderful speakers and presenters! They gave practical information to engage students at the beginning of this school year and made me ask questions of myself and school.</i> <i>Wasn't sure what to expect in these 2 days as a teacher, and honestly, it was great. The activities were exceptional.</i> <i>Very engaging speakers! Pedro was incredibly motivating and I wish everyone in my district (including central office and school board) could've listened to him.</i> <i>This was one of the most effective professional development opportunities I have been provided. Thank you!</i> <i>This was a very informative seminar that has me leaving ready to make a difference in the school this upcoming year.</i> <i>This seminar was inspiring and eye opening for me being a classroom teacher.</i>

IPLI COHORT 4 - 2017-2018 SEMINAR EXIT SURVEY RESULTS (Continued):

Activity	Comments from Exit Surveys
Summer Seminar July 12-13, 2017 (Continued)	<p><u>Overall (Continued):</u></p> <ul style="list-style-type: none"> <i>The presenters were dynamic and activities were meaningful. I have been so inspired this seminar.</i> <i>The tech guys were funny but not as relevant as I'd hoped; repetitive info for teachers for the two sessions. Loved Pedro and Tammy. Such great stuff!!! So glad to be a part of this opportunity. Great ideas for team building and staff development!!!</i> <i>The seminar was absolutely amazing! As a teacher, I feel empowered to go back and share with my peers and apply to my own classroom! Thank you for such a great opportunity.</i> <i>Thank you for including teachers. I enjoyed listening to the speakers. My brain is full.</i> <i>On the first day, the first speaker was very good. Marcus Painter and Chris Young were good speakers but their presentation seemed a little out of place for what we were doing. The first day was incredibly long because there was so much sitting and listening and not much doing until dinner. I really enjoyed the second day and actually wish that extended out to two days.</i> <i>Need more space for personal collaboration with our principal- bigger space or not so many at one table, for example, there were many empty tables to the side and we were squished together. The overview was excellent! I have a much better understanding of what the intent of this program is now. I liked that there was a variety of activities that we could very easily implement in our schools (the cup challenge, the compass activity, etc.).</i> <i>I wish we had more time throughout the day to have longer discussions with our teams.</i> <i>I was inspired by Dr. Pedro Noguera, excited to incorporate techniques by Chris Young and Marcus Painter, and challenged by Tammy Heflebower.</i> <i>I enjoyed the presentations and the opportunity to work with the principal and another teacher in my school. I enjoyed talking and meeting with groups from other schools. Additionally, I really enjoyed Pedro's talk and message (well above all the other presentations).</i> <p><u>From Dr. Pedro Noguera: Excellence through Equity:</u></p> <ul style="list-style-type: none"> <i>I loved that we are addressing the equity issue. I feel like no one is talking about it, and IPLI hit it!</i> <i>He speaks on how lecture is the least effective form of communication but lectured the whole time. However his message was AMAZING!</i> <i>The presentation was one that I wish every person in my district could hear. It is so relevant!</i> <i>It is always wonderful to be reminded of the important things to focus on in our profession. Excellent presentation!</i> <i>Made some points that made me think critically about equity.</i>

IPLI COHORT 4 - 2017-2018 SEMINAR EXIT SURVEY RESULTS (Continued):

Activity	Comments from Exit Surveys
Summer Seminar July 12-13, 2017 (Continued)	<p><u>From Dr. Pedro Noguera: Excellence through Equity (Continued):</u></p> <ul style="list-style-type: none"> • Thought provoking! Believe it will help our students! • I love how he presents individualized learning and meeting everyone at their level to best serve all student populations. • His message clearly addressed the challenges we face at our school. • Equity lens concept was very interesting. I had not seen the graphic of the three boys standing on the boxes, and I thought that was very powerful! • The best. Reminder of why we get into the profession. His message of equity is needed for all educators regardless of the school. • Very inspiring. Affirmed many things I feel about education and the things we have started to implement in our school. • WOW! WOW! WOW! • Pedro is a phenomenal speaker. He keeps the attention of the audience and has a way of motivating and captivating. • Amazing speaking ability and had on-point tips about equity. <p><u>From Chris Young & Marcus Painter: Hack Your School:</u></p> <ul style="list-style-type: none"> • Will assist in reaching a high level of engagement in all classes. • They were very good. I wish they would have presented fewer options but gone deeper into each. • They provided some useful information, but it was more targeted at teachers and not leadership. It would have been better to have more time to work with teachers and plan using the HRS framework. • They had a lot of energy. Loved the cool tricks. • The teachers had to sit through some of the same information twice. • Rough in presentation. • My teachers really benefited from this. I felt like it was more teacher oriented than admin oriented. • Good information....loved the Triller App and the switching faces....I will use both of these. I think I am too old to "get" the Hack your life thing. But some very good tools to use. • I think that this was a great presentation to get us thinking about change and ways to work better in our schools. • The pair that had all of the online resources had some great ideas too. They were fun presenters, but the down time in-between loading apps dragged out their presentation. I would have like to see more specific examples of how to use some of them in our classrooms and give us time to download, install and actually use these apps. • I have already "practiced" using the apps to engage students with my children and can't wait to use them in my classroom! • Presentation was too fast to bring up apps and utilize with program. • A lot of the apps were only for iPads and only geared toward middle and high school aged students.

IPLI COHORT 4 - 2017-2018 SEMINAR EXIT SURVEY RESULTS (Continued):

Activity	Comments from Exit Surveys
Summer Seminar July 12-13, 2017 (Continued)	<p><u>From Dr. Tammy Heflebower: The Journey to Becoming a Professional Learning Community:</u></p> <ul style="list-style-type: none"> • <i>WOW! I am ready to get to work with my staff. The data helps support changes that need to be made to the "system." We focus so much on Level 3...when Level 1 needs to be fixed before we can impact Level 3! I feel as if I have "tools" now to address Level 1. The IPLI experience has been such a blessing to me as a leader!</i> • <i>Outstanding! She modeled good teaching, and her process was noted. Absolutely the best PD we could have had.</i> • <i>Amazing! Love the action plan and the stratified levels of school improvement.</i> • <i>AMAZING!!!! I learned so much from her! I am truly excited about this journey and no longer feeling overwhelmed.</i> • <i>Great! Could have spent more time to apply the information we learned toward our schools.</i> • <i>I absolutely loved the conversations with our teams and PD provided.</i> • <i>I was worried when I saw that she was presenting pretty much the whole day, but she was engaging and a dynamic presenter. The content was exactly what our school needs!</i> • <i>She was a great speaker with a wealth of information. I would love to get her to come speak at our school district.</i> • <i>She was excellent! It just became a LOT after a while without having time to debrief and soak it in with our teachers.</i> • <i>The information was really deep and a lot at once. We could have used some time to digest it more with our teams before working on our projects.</i> • <i>We are currently redefining our PLC process, solid and spot on.</i> • <i>WOW - what a presenter. The amount of the information was a bit overwhelming, but she knows her stuff and it was clear that she knew how to meet the objectives of her presentation.</i> • <i>Really made me look at how our school operates through a new lens. The questions to ask to decide if we are a HRS are great.</i> • <i>Phenomenal presenter!!!! Not only was her content excellent, her presentation skills were some of the best I've ever seen (and I've been through a lot of presentations over the last two decades!)</i> • <i>There was a lot of information, and it was overwhelming. We need more time to reflect and incorporate some of the ideas.</i> • <i>She is great! I like how she presented a fairly difficult topic in simple terms and gave us time to think, brainstorm, and discuss. We will definitely be using the books and her information in our school to set up PLCs.</i> • <i>She had a great presentation and was a great speaker. Again, I wish we had more time to actually work/talk/implement.</i> • <i>Such great information presented in a very easy to understand and engaging format. You could feel her passion from the moment she stepped on the stage!</i> • <i>Great info! It really got me thinking about different practices and how I can apply them at our school.</i>

IPLI COHORT 4 - 2017-2018 SEMINAR EXIT SURVEY RESULTS (Continued):

Activity	Comments from Exit Surveys
<p>Summer Seminar July 12-13, 2017 (Continued)</p>	<p><u>From Dr. Tammy Heflebower: The Journey to Becoming a Professional Learning Community (Continued):</u></p> <ul style="list-style-type: none"> • Great speaker, a lot of things to think about. Really makes me reflect on my own school and what changes would be best. • The idea of establishing norms was key for us. • I enjoyed learning the behind the scenes of what principals are hearing about and seeing how to improve schools. I would rather go to see the schools that Pedro highlighted rather than the schools Heflebower works with. I am not sold on the importance of standards-based grading. • She did a great job explaining the process. I feel like our school will be able to make some changes to better serve our students. • Tammy is a great speaker also! She's got great energy, great presentation skills and a great balance of speaking and working with our teams. I could listen and learn from her every day. <p><u>Takeaways - One thing I will take away from this seminar and immediately use in my school:</u></p> <ul style="list-style-type: none"> • We left with three specific, concrete goals to work on implementing in our school. I like that we were encouraged to leave with specific goals! • Results of the survey...we were able to plan implementation of best practices based on our school's specific strengths and needs. • Tammy's research on PLC's. I've already started the book and think it is great. • Using the survey results and guidance provided by Heflebower. • North, South, East, West Activity Compass Activity. • This was perfect timing as we are implementing PLCs at our schools. My teachers and I came across with a great deal of things that we can apply to our school. • We collaborated on how to improve our PLC's. • Where to attack from the survey. • Norms...I didn't realize how much this was needed in my building until I heard from my teachers that they don't feel heard by other staff and feel talked over when they try to share a thought or opinion. Great insight that I didn't realize. Norms will help give everyone a voice. • PLC Implementation - we were already planning to do it, but now I have much better tools and resources to use to do it. • Mini action research...positive work with teacher leaders. • PLCs and being culturally relevant. • Pedro's thoughts, research, etc. on helping our students and families to engage in learning. • With the staffing changes we had last year, I realize we have to start over at level 1 of High Reliability Schools. • Do not just pass them on! Deal with the issue at hand! • Use of cross-curricular education to best help all students understand concepts.

IPLI COHORT 4 - 2017-2018 SEMINAR EXIT SURVEY RESULTS (Continued):

Activity	Comments from Exit Surveys
<p>Summer Seminar July 12-13, 2017 (Continued)</p>	<p><u>Takeaways - One thing I will take away from this seminar and immediately use in my school (Continued):</u></p> <ul style="list-style-type: none"> • Presentation methods of Tammy in my daily lesson delivery for improved student engagement. I've always focused on student engagement but with Pedro's words, Chris and Marcus' ideas, and Tammy's presentation skills, it really heightened my awareness even further and motivated me to do even better! • The importance of norming and creating a leadership plan that reflects the tight, loose, tight paradigm. • We are going to be doing the Compass activity with teachers on day two; we will be using one of the apps to create a back-to-school video for the students, and we will be establishing PLCs immediately (including establishing norms, non-negotiables, and agendas). An immediate topic for the PLCs will be designing or choosing an instructional model. • We are going to set clear, measurable, attainable goals individually as teachers and hold one another accountable for achieving them (personal and professional goals). • I have always valued relationships with my students, but I am going to be much more intentional about those relationships moving forward, because that creates a safe and positive culture which must be at the foundation. • Re-teach/re-test -- going to implement a rework component to my mathematics classroom this year. • Reaffirming what we are doing well and continue to have those hard conversations to help our building move forward. • What the kids do is a reflection of what I do as a teacher. • I like the idea of giving students another opportunity to do an assignment or take a test. I also like students tracking their own data. • I plan to find ways for staff opinions to be heard and for staff members' achievements to be celebrated. • QR code to help with pushing and collecting information with parents. • Building relationships with our students. • Increasing the capacity of students to learn. • Diving into my students more and trying not to worry so much about the end game/test scores. • The importance of collaboration and effective instruction to reach the needs of EVERY student.

IPLI COHORT 4 - 2017-2018 SEMINAR EXIT SURVEY RESULTS (Continued):

Activity	Overall Seminar Rating	Comments from Exit Surveys
Seminar September 25, 2017		<u>Overall:</u>
Principals	9.0/10 (great impact)	<ul style="list-style-type: none"> • This workshop was extremely valuable to me and my school team. We were able to clearly analyze school data and create a personalized action plan based on the data. I really liked how the speaker chunked the seminar by standard. It was very helpful. • Wanted more time to think through next steps with my team. • Really like the ideas presented. We have several action items to do as a result which will help our school. Love having the time to work with my teachers. • Mind blowing. The information was so new and outside my current thinking that I had to go home and take a nap. Now I know how my students feel! • Loved looking at data! It was so informative. • I was really pushed and challenged with our session. I have a two-year to-do list! Thank you! • I love that our teachers are here to focus this AR on school improvement. It will be helpful. • I liked having time to look at our survey data and make action plans to improve. • I learned a tremendous amount from Dr. Warrick! My team and I are excited to read more of the book and work with our data. • Enjoyed Dr. Warrick. Spoke as a practitioner. Practical applications. • What incredible professional development! It was amazing. I walked away with such a clear understanding of where we are going. • Very valuable information, very well organized, adequate time to work with colleagues. • Too much sitting in one place. Both speakers were fantastic with wonderful information. It just becomes difficult to sit in one place for so long! • The Marzano was very interesting in regards to our mini project. I felt it was educational to see next steps of our research and the different directions we can go. • The Marzano information is interesting but can easily go into ridiculous and nonsense. Data is something to be aware of but not to be obsessed with. • Morning about Marzano was rough at best. Afternoon one hour -- could have listened to her all day. • Loved both speakers! Very engaging and thought provoking. • I walked out of this seminar feeling excited about the direction we are heading in as a school and empowered to be a part of helping to implement it. • I really like how they break down the incorporation of data when coming up with a strategic plan. • I love the conversations that we were allowed to have as Phil Warrick was giving his speech. We all wanted and needed to discuss, so it was very insightful on his part to include this discussion time as part of his speech. • I love being a part of IPLI. I am honored to do so and am learning so much. I really hope we can get teachers to buy in and make our school better. The speakers were motivational and great to listen to.
Teachers	8.54/10 (great impact)	

IPLI COHORT 4 - 2017-2018 SEMINAR EXIT SURVEY RESULTS (Continued):

Activity	Comments from Exit Surveys
Seminar September 25, 2017 (Continued)	<p><u>Overall (Continued):</u></p> <ul style="list-style-type: none"> <i>I liked the collaborative aspect. It was nice to have time to talk about some solutions to problems we might have in our school.</i> <i>Great presentations. I appreciated the collaboration time during the morning session so we could walk away with actual plans that will be useful for implementation in our school.</i> <i>As is usually the case, a little longer discussion time with our team is nice to have---but I understand that we also need to keep moving through the presentations.</i> <i>A lot of information to learn in one day, but a good way to reflect on best practices and how to implement them in our building. Loved Annette Breau.</i> <p><u>From Phil Warrick: The Journey to Becoming a Professional Learning Community - Effective Teaching in Every Classroom:</u></p> <ul style="list-style-type: none"> <i>I think the mix of looking at our school data and then having time to talk with our colleagues was valuable. It gave us what our next steps to bring back to school and start working on with our leadership team.</i> <i>Amazing! I love how they always give examples of what it looks like in schools.</i> <i>Wanted more time to think through next steps with my team.</i> <i>It was excellent. He was a great presenter and gave us a lot of processing time in between ideas and concepts.</i> <i>Excellent takeaways to be used at school.</i> <i>Dr. Warrick did a nice job of facilitating our work through Level 2 and balancing "his presentation" with our application time.</i> <i>Great examples of effective schools.</i> <i>Phenomenal, inspiring, and ready to implement processes.</i> <i>I learned so much. Lightbulb moments all morning long. Can't wait to get to work on this at school.</i> <i>I enjoyed listening to his presentation. I liked that he provided real and working examples.</i> <i>It clearly showed us areas we need to focus upon as a school in order to improve.</i> <i>It really helped to narrow down and help us choose a main focus for our building. I left knowing that our next step would be to create a teaching framework which would in turn help to drive our instruction, development and growth in achievement. It was very well put together and gave us actionable steps to implement next.</i> <i>Very informative. Great use of time. As a teacher, I found the information about growth and reflection useful. I had not thought so much about the usefulness of videotaping myself before this presentation.</i> <i>I love the way he organized his talk. Getting us started, then taking it deeper, showing us examples, allowing us time to work as a team.</i> <i>Wonderful presentation! The information was thorough, thought provoking, and well presented. It has certainly sparked some great conversation with our principal!</i>

IPLI COHORT 4 - 2017-2018 SEMINAR EXIT SURVEY RESULTS (Continued):

Activity	Comments from Exit Surveys
Seminar September 25, 2017 (Continued)	<p><u>From Annette Breaux (teachers only): How to Impact Student Achievement and Behavior:</u></p> <ul style="list-style-type: none"> • She was hilarious and real about the problems we face in our everyday teaching lives. She makes me laugh and breathe a sigh of relief that my co-workers and I are not the only ones in the boat. Her suggestions were simple and to the point and would be easy to implement every day in my classroom. • I loved this presentation! Annette was hilarious and kept our attention and she provided great information. I can't wait to share her tips to help our school grow both academically and behaviorally. • Common sense, boots on the ground advice that I can use now to improve my classroom. She keeps it moving too with stories and jokes. • Appreciated her enthusiasm and humor that she brought to the presentation. I truly believe that her approach to things would benefit many teachers. • Elementary. • Loved it. It was engaging and reminders of the things that I already do are valid. It also gave me some new easy to implement ideas. • Most amazing speaker I have seen so far, and I have been teaching for 12 years! • She is everything I aspire to be in this world to children and human beings in general! • She is hilarious! I told our principal we needed to get her to speak to our faculty at some point in the future. • She reinforced things I already do. I am unsure what new ideas she introduced. • She was awesome. I could have listened to her all day. She has great ideas to help with student behaviors and how to improve it. • She was humorous and entertaining, but I felt as though her tips and tricks were more geared toward the elementary level. • Tried a few of her techniques the following day in class. • Very entertaining! It is good for us to be reminded that the simplest things can have the biggest impact. • Wow. Annette lived up to everything I expected. She gave us very practical ideas that I could implement immediately. <p><u>Takeaways - One thing I will take away from this seminar and immediately use in my school:</u></p> <ul style="list-style-type: none"> • Creating a playbook! • Creating PLCs and doing an observation blitz to collect baseline data on instruction in the classroom. • Creating the instructional practices to be placed in classes at our next teacher faculty meeting. • Development of instructional model. • How to schedule more time to get into classrooms to observe teachers and students.

IPLI COHORT 4 - 2017-2018 SEMINAR EXIT SURVEY RESULTS (Continued):

Activity	Comments from Exit Surveys
Seminar September 25, 2017 (Continued)	<p><u>Takeaways - One thing I will take away from this seminar and immediately use in my school (Continued):</u></p> <ul style="list-style-type: none"> • <i>I have already used the HRS data to help guide my leadership team discussions. We are being purposeful in our actions and tightening our approach on instructional leadership.</i> • <i>I will model the way he helped us interpret data. He provided explanation of questions then asked us to look at our specific school data. It was very effective.</i> • <i>It is clear to always be looking at data to support changes and improvements.</i> • <i>The action plan that we created to improve in the areas that our survey results clearly indicated.</i> • <i>Tier my teachers, use focused walk-throughs for instruction, teachers will video themselves.</i> • <i>We have a few ideas that can easily be implemented based on the HRS survey data.</i> • <i>We plan to use instructional rounds.</i> • <i>We received a lot of affirmation that we're on the right track. We were able to see we have systems in place that we didn't recognize as systems and ways to communicate those better with our teachers and school community. Our first project is going to be Always-Sometimes-Never at each of our entity levels and we are going to have teacher teams lead it.</i> • <i>We will talk about what we should be doing in our classrooms. Love the tools because it stays focused on what is needed to raise achievement.</i> • <i>We'll be working on an instructional model for our school. It's glaringly missing and much needed.</i> • <i>"Treat all students with dignity." - Annette Breaux.</i> • <i>Annette Breaux's material will easily be implemented.</i> • <i>Annette's 5 rules!</i> • <i>Annette's "Are you ok?" strategy. Although I've used it in the past, I was reminded of how effective it is and plan more regular incorporation.</i> • <i>Effective teaching strategies.</i> • <i>I came back and immediately set a goal for myself. I honed in on my daily practices. Also, I even created protocols for my students.</i> • <i>I immediately used goal setting this week with my students as a way to prepare them for a music performance we were presenting at the end of the week. I have tried some of the suggestions Annette Breaux gave and feel good about my classroom management.</i> • <i>Remembering how important the relationship with the students is. The way we treat the kids will have a huge impact on instruction, learning and achievement.</i> • <i>Since we have our instructional model already in place we need to go back and revisit and reflect on how we can get better. We plan to do that at October's faculty meeting.</i> • <i>Taking video of myself teaching.</i> • <i>The part about not taking "I do not know" as an answer.</i> • <i>The way I approach some of my students who can be challenging at times.</i>

IPLI COHORT 4 - 2017-2018 SEMINAR EXIT SURVEY RESULTS (Continued):

Activity	Comments from Exit Surveys
Seminar September 25, 2017 (Continued)	<p><u>Takeaways - One thing I will take away from this seminar and immediately use in my school (Continued):</u></p> <ul style="list-style-type: none"> • Ticket out the door--exit ticket activity, clapping for check for understanding. • Use the "clapping" method that Annette Breau modeled. • We are focusing upon how to provide staff with "stretch" goals where teachers/ administrators will work more as coaches rather than evaluators. We'd like to implement more of teachers observing other teachers and collaboration. • We are going to start working on creating our instructional framework for all classrooms to use. We will create this collaboratively using input from our entire staff. So it isn't just a top-down document.
Seminar November 20, 2017 (in conjunction with IASP Fall Conference)	<p>Based on feedback from our principals, this year IPLI did not conduct a structured afternoon session for our participants. Instead, regional focus-cohorts met for 90 minutes during the lunch break to work on their action research projects. This allowed principals to attend more conference sessions focused on their individual needs during the afternoon.</p>



Dr. Phil Warrick presenting *The Journey to Becoming a Professional Learning Community - Effective Teaching in Every Classroom* at the September 2017 Cohort 4 Seminar.

IPLI COHORT 4 - 2017-2018 SEMINAR EXIT SURVEY RESULTS (Continued):

Activity	Overall Seminar	Comments from Exit Surveys
Seminar January 22, 2018		<u>Overall:</u>
Principals	9.18/10 (great impact)	<ul style="list-style-type: none"> Vocabulary information was very informative. Great conversations were had about some changes we need to implement in our school. This was the best admin/teacher session we've had yet. The discussions were applicable with plenty of time for debriefing. This material was the most actionable for me. The topic today was helpful and led us to get to the "meat" of our work. Lots of ideas and steps so we can create 12 power standards. Love the idea to increase vocabulary. I loved this session. I found the research on vocabulary retention very beneficial. I also loved the discussion about the 12 verbs, especially since my school is working on how to strengthen the rigor of our lessons by looking at the DOK level of our objectives and activities. Fantastic and information as well as ideas to roll out almost immediately that can have an instant but yet long term impact on our school and instruction. This whole series has been extremely helpful to me as a new literacy coach. It is has allowed me to work with my principal and help guide my school in a new direction that will hopefully allow our staff to grow professional and help our students grow academically. I really enjoyed hearing about prioritizing standards, especially when tying this into having a core vocabulary program. We hope to do this with our school. This was my favorite one so far! I am so excited to establish some priority standards and grade level vocabulary lists in our school. I think it is a much needed tool and we are ready for some continuity! The seminar was very beneficial. We left with an action plan to move our school in the direction of improvement. So much valuable information was shared. I really enjoy the opportunity to collaborate with other professional educators and look more in depth of what makes up a highly effective school. I am very excited about the positive changes we will see in my school district because of the impact of IPLI! Phil Warrick was great! I wish we'd have a bit more time to interact when he asks questions. Most times his questions require more time to talk with our table than given. Loved it! So much information and ideas to bring back to school. My brain hurts thinking about all the things we have to do. But, we have a plan, and we know our next steps. Loved how the presenters recognize that teachers are busy, and they don't try to over load us with more work. At the same time, they made us take a step back and look at how we can improve our instruction and get the most out of the little time we have. Love the "how to" of vocabulary instruction. A lot of good discussion regarding curriculum and how to improve our school. Biggest concern is for 'buy-in' from all staff and not just some.
Teachers	8.39/10 (great impact)	

IPLI COHORT 4 - 2017-2018 SEMINAR EXIT SURVEY RESULTS (Continued):

Activity	Overall Seminar	Comments from Exit Surveys
Seminar January 22, 2018 (Continued)		<p><u>Overall (Continued):</u></p> <ul style="list-style-type: none"> <i>I really appreciated his explanation of how vocabulary is the most important part of learning - without understanding the vocabulary words, the students will not know what they are doing. I also appreciated his use of specific examples to get his ideas across - how many priority standards are necessary, what's a good number of vocabulary words, etc.... now if we can just get down to those numbers, it would be better....</i> <i>I liked the examples of vocabulary activities to help students spiral. I wish the speaker would have given examples of digital student work. The samples he used seemed a bit dated.</i> <i>I learned a lot about the building blocks of creating a viable curriculum. The discussion on vocabulary and the "low hanging fruit" was especially helpful.</i> <i>I enjoy the round table discussion with other schools to see what improvements they are working on in their schools.</i> <i>I always enjoy coming to this seminar with our principal because I find a lot of meaningful information to take back and apply. That is not true for most other professional development I've attended.</i> <p><u>From Dr. Phil Warrick: The Journey to Becoming a Professional Learning Community - A Guaranteed & Viable Curriculum:</u></p> <ul style="list-style-type: none"> <i>Provided the instruction I needed to improve my wondering and get my school moving towards the next level of greatness.</i> <i>He broke down the process of identifying priority standards & critical tiered vocabulary to maximize student achievement.</i> <i>The information was presented at a good pace. We had time to digest the information and think about how it applied to our school.</i> <i>Well done - I also appreciate that he provides us the slides after. It helps us reengage with it after the workshop.</i> <i>Hits the mark. Clear & Concise.</i> <i>He speaks the language and has a practical approach. He is able to relate to all levels - elementary, middle, and high. Very sequential in his style - easy to follow. Great resources.</i> <i>We have several steps outlined for priority standards and increased vocabulary.</i> <i>He presents ideas in a way that you can understand and visualize it with real examples of it working in schools. His approach is dynamic and worth every minute.</i> <i>The vocabulary initiative was enlightening information. Also, I appreciated the reminder that this is a 3-5 year process and should not all be completed in one school year.</i> <i>Very informative, just did not provide enough time to collaborate and formulate ideas based on his lecture.</i> <i>So informative. I also loved how he broke up his presentation and gave us time to process as a team. We had so much we wanted to discuss with each other.</i>

IPLI COHORT 4 - 2017-2018 SEMINAR EXIT SURVEY RESULTS (Continued):

Activity	Overall Seminar	Comments from Exit Surveys
Seminar January 22, 2018 (Continued)		<p><u>From Dr. Phil Warrick: The Journey to Becoming a Professional Learning Community - A Guaranteed & Viable Curriculum (Continued):</u></p> <ul style="list-style-type: none"> • Dr. Warrick is an excellent speaker. I really enjoyed hearing about how to prioritize standards and how to use these priority standards to help create a core vocabulary program. I always walk out of the seminars with a new mindset and feel ready to tackle our next step in the HRS model. • Powerful! He has real examples of how this can be done in an easy to understand format. • Amazing! Dr. Warrick is down to earth, engaging, and his presentation was clear and an immediate take back to schools and students! • Top notch! I could not ask for a better presentation of valuable and insightful ideas and information about how to become a better school. <p><u>Takeaways - One thing I will take away from this seminar and immediately use in my school:</u></p> <ul style="list-style-type: none"> • 12 priority standards. 20-30 guaranteed vocabulary. Verb vocabulary. • A plan to work with teachers on identifying priority standards for each grade. • Consideration of cognitive and content vocabulary. • Establishing priority standards and a list of content and academic vocabulary that we can GUARANTEE for students. • I have already reached out to our curriculum director to share and discuss what was covered today and how we can begin making improvements in our district. • The idea of vocabulary and establishing the tier 2 and especially the tier 3 lists per content area and as a school. Also the idea of breaking down the critical standards we are teaching and revaluating which ones will have and make the greatest difference in our students' academic successes. • The vocabulary piece of level 3 was huge for me and my teachers. • Vertical articulation of vocabulary. • We are going to review our curriculum mapping to make sure it is where we want it to be. We are also going to focus more on teaching vocabulary. • It is important to spiral back several times to those skills/academic vocabulary/ etc. in order for students to gain mastery. • Teach less, learn more. • The word wall and utilizing that better is what I want to work on. I think I can definitely improve on this in my classroom and in the school. • Vocabulary organizer across subjects and grades. • We are going to define our cognitive vocabulary at our next staff meeting. These verbs are in our standards, and it was a quick piece of the vocabulary that we could tackle right away without waiting to prioritize our standards. We think it will be one quick, effective way to get some common teaching within our school. • WOW schedule.

IPLI COHORT 4 - 2017-2018 SEMINAR EXIT SURVEY RESULTS (Continued):

Activity	Overall Seminar	Comments from Exit Surveys
Seminar April 9, 2018		<u>Overall:</u>
Principals	9.33/10 (great impact)	<ul style="list-style-type: none"> This was the best seminar during my 2-year experience. All sessions have been organized but today was very efficient. I appreciated the planning and attention to detail regarding the planned activities and celebrations. The seminar was very good with providing quality professional development. The presentations were a little rushed. Not a lot of time in between for transition and set up. The presentations are very short and there is little time for discussion or questions. I think you should consider quality of projects over quantity. Maybe everyone doesn't need to present. The information that I received on instructional framework was awesome and extremely useful. The PLC Training was also very informative. I truly enjoyed hearing about the action research that other schools are doing. It is affirming that we are on the right track at my school. I thought the survey [showcase] of schools went well and was quite impressed with the work of my colleagues. I took away a lot from the process and from other's presentations today that can be tweaked and implemented in my school. The graduation ceremony was very nice and appreciated! The entire IPLI experience has been top notch. I have greatly enjoyed my time in IPLI and feel that the program has been a tremendous help in raising my capacity both personally and professionally. It is difficult to put into words the positive effect the program has had on me and by extension, my family and school community. This seminar was extremely beneficial to the teachers. Loved the sharing of ideas amongst schools. This has been an incredible experience! Thank you so much. I have gained some many ideas and strategies to implement. This entire program has been the best conference series I have been to in my professional career. It has been a great experience to meet with teachers, principals, and superintendents from so many schools across the state. The Highly Reliable Schools model has given our school a direction and focus for the next couple of years. I truly believe it will help better our school. As the instructional coach for our school, this program has helped me align professional development with my principals' vision for our school. I have truly enjoyed this program. It would have been nice, in the grouping of projects, to not have two of the same projects together. For example, rather than having two groups present their development of Instructional Models together, perhaps one of those and something different. It was nice that things were grouped closely by school levels. It made it easy to find the most applicable options. It was very valuable to hear and learn from other school districts. It not only gave us great ideas to take with us, but also validated things that we are already doing! It was awesome to see what other schools around the state are doing. It is so important to learn from each other.
Teachers	8.95/10 (great impact)	

IPLI COHORT 4 - 2017-2018 SEMINAR EXIT SURVEY RESULTS (Continued):

Activity	Comments from Exit Surveys
Seminar April 9, 2018 (Continued)	<p><u>Overview (Continued):</u></p> <ul style="list-style-type: none"> • <i>It was a great experience to be a part of the leadership team at my school. Also, I enjoyed brainstorming with other schools throughout the process as well as hearing their end results.</i> • <i>I learned so much from the presenters/schools today. Lots of great ideas from great educators! I think IPLI really needs to publicize their work with leaders. I plan to write my state senators to tell them what a powerful, necessary, and positive experience this was. I loved hearing the ISU President speak too.</i> • <i>I enjoyed the speakers that we had at our final seminar. It was an encouraging seminar, and I am glad that the principals got recognized for all of their hard work in completing the IPLI process! I enjoyed hearing the presentations and sharing our data. I did feel like the day was a little long and could have been paired down a bit.</i> • <i>As we are finding out, it is very important to visit and share with teachers in our own buildings. It is also crucial that we visit and share with other schools of various sizes and structures. We are creative people--all we need are ideas that spark more ideas.</i> <p><u>Takeaways - One thing I will take away from this seminar and immediately use in my school:</u></p> <ul style="list-style-type: none"> • <i>At every showcase I went to, I gained ideas that I can take back and use in my school.</i> • <i>Continual action research and inquiry!</i> • <i>Continuing my instructional model and communicating with staff.</i> • <i>Creating an instructional model.</i> • <i>Definitely the AR showcases and ways to make our AR better.</i> • <i>Friday Features- from one of the showcase presentations.</i> • <i>Having teachers visit other teachers' classes.</i> • <i>How to gather, analyze, and react to the data.</i> • <i>I loved the idea of the positive blitz and rewards for teachers who participate at certain levels. That was presentation, "PBIS - It's not just for kids anymore."</i> • <i>I saw several different ideas through the showcase of schools that were successful in other buildings that I would like to try.</i> • <i>I was able to connect with another principal using a schedule similar to ours to compare notes about clubs and activity periods.</i> • <i>One presentation I saw discussed exemplars. We are working to establish these too, so I'll take that info back with me to continue our work.</i> • <i>Strategies on the PLC overhaul - re-investigating our norms and expectation (information from the presentations).</i> • <i>Teachers observing teachers and giving them time to debrief.</i> • <i>The action research process is focused, explicit work that could easily be modeled for other building-based work.</i>

IPLI COHORT 4 - 2017-2018 SEMINAR EXIT SURVEY RESULTS (Continued):

Activity	Comments from Exit Surveys
Seminar April 9, 2018 (Continued)	<p><u>Takeaways - One thing I will take away from this seminar and immediately use in my school (Continued):</u></p> <ul style="list-style-type: none"> • <i>The aspect of having some staff leaders help us look at the instructional processes in our school and to identify what we should always see, sometimes see, and never see. Watched four presentations with variations of this. Great information!</i> • <i>The Digital Playbook by Jill Vlcan was wonderful. Something to work on with our team right away to possibly have in development for the start of next year.</i> • <i>The Next Steps Grid.</i> • <i>Vision exercise.</i> • <i>We agreed that the next step for us planning for and moving into next year is the focus on vocabulary and priority standards.</i> • <i>We saw a group that does CICO with classrooms instead of just students. We are already working on it.</i> • <i>We will begin providing the next week's information every Friday on Facebook. (This was presented by a school during the morning sessions.)</i> • <i>A mentor program with our "fall through the crack" students.</i> • <i>All schools, no matter the location, are struggling with similar issues. Just keep working hard to make our school the best it can be!</i> • <i>Defining disrespect! The school that shared their presentation on this had some awesome ideas on how important it is to talk about this and define it with your students. It is so important to take the time to teach this...so you have more time to teach the core academics.</i> • <i>I can see our adapting the peer walk throughs--providing checklists, points to notice, and so forth keep the visits focused without evaluating good/bad.</i> • <i>I plan to video tape myself teaching with the purpose of reflecting, setting goals, ultimately becoming a better teacher.</i> • <i>I think that Culture Clubs could be an interesting way to form deeper friendships within the building.</i> • <i>Ideas about PD being differentiated. This was discussed at our PLC meeting in planning for next year.</i> • <i>The importance of having input from the teachers into what is going on within the school---it can't all be driven from the principal.</i> • <i>This seminar has shown me a lot about sharing ideas and helping each other to take small steps to improve. People are doing great things. They may not be huge, groundbreaking things, but we can share these things with each other and everyone can benefit from them.</i>



APPENDIX

B

IPLI Cohort 5

2017-2018 Seminar Exit Survey Results

IPLI COHORT 5 - 2017-2018 SEMINAR EXIT SURVEY RESULTS:

Activity	Overall Seminar	Comments from Exit Surveys
Summer Seminar July 11-12, 2017		<u>Overall:</u> <ul style="list-style-type: none"> <i>This was a wonderful experience...it could not have been more organized, professional, engaging and rejuvenating to me. I am so thankful to be part of this experience.</i> <i>I am recharged and ready to start the year. I loved the guest speakers and felt that they gave me ideas to take back to my school.</i> <i>I thought this was an outstanding two days of growth! I truly enjoyed the speakers and the opportunity to talk with my cohort about the journey moving forward.</i> <i>The guest speakers were wonderful. I left with excitement and practical ideas that can be implemented. The relationships built in only two days will also be a wonderful addition.</i> <i>The opportunity to network and listen to quality speakers was a great opportunity over the two days. This was an extremely beneficial time spent, and I was able to take away a lot of ideas that I will definitely be implementing with my staff and building!</i> <i>I felt much better about the AR coming out of it then I did going in.</i> <i>This was one of the best professional development opportunities that I have been able to participate. I loved everything about it and our mentor is fantastic.</i> <i>The information was excellent and immediately applicable; however, the amount of seat time was difficult and, as we know, contradictory to everything research tells us about learning.</i> <i>I went in a little unsure of what I'd gotten myself into. Having attended the conference I am excited about the personal and professional growth I have and will experience as well as the networking that comes with it.</i>
Principals	9.16/10 (great impact)	<u>From Todd Whitaker: What Great Principals Do Differently:</u> <ul style="list-style-type: none"> <i>He was very engaging. Definitely will be taking his shift the monkey and positive interaction strategies and put them to use in my own building!</i> <i>He is a phenomenal speaker who gave us some pointers that we can immediately take back to our buildings.</i> <i>I love his perspective in taking the monkey off of great educators' backs.</i> <i>I enjoyed his perspective and advice with dealing with difficult staff members and his philosophy on supporting teachers, especially teachers in their first year.</i> <i>He was energetic and sensible. Everything he presented was relevant. I look forward to reading his work.</i> <i>Dr. Whitaker was funny and had me thinking about what great teachers (and leaders) do differently.</i> <u>From Nancy Dana: The Power & Passion of Inquiry:</u> <ul style="list-style-type: none"> <i>Very informative- clearly explained components of an Action Research Project.</i> <i>Great improvement tool.</i> <i>More details in the data and more concrete examples would enhance her presentation.</i>

IPLI COHORT 5 - 2017-2018 SEMINAR EXIT SURVEY RESULTS (Continued):

Activity	Comments from Exit Surveys
Summer Seminar July 11-12, 2017 (Continued)	<p><u>From Nancy Dana: The Power & Passion of Inquiry (Continued):</u></p> <ul style="list-style-type: none"> • Loaded with information -- which is great; however, I think listening to the mentors presentations, the two that presented after Dr. Nancy Dana, would have been more impactful rather than front loading with the "textbook" information. It may have made better sense to hear them first. • While maybe not exciting, it is definitely information we need throughout this process, and to improve upon our skills. • The quality of the information was solid and informative. Felt the presentation did go a little long, but also could be in part to being scheduled in the afternoon as well. • Dr. Dana did a great job easing tension about the AR. • She was able to simplify the action research process for us and make the process less intimidating. • She was good, but it wasn't until we unpacked with our regional group that it started to make sense. I do look forward to the action research project. <p><u>From Pedro Noguera: Excellence through Equity:</u></p> <ul style="list-style-type: none"> • Loved equity vs. equality concept. I learned a lot and would attend again. • His ability to talk about all students and give excellent analogies of the equitability for all students was spot on. • His message was powerful. • Very insightful and useful. His passion is inspiring, as well as engaging. • Again, very good presentation. I was able to relate a lot of what was being presented back to my own building, so I will definitely be implementing some ideas and strategies provided by Pedro! • Dr. Noguera was excellent. His comments enabled me to think more deeply about my current practices. • There was a lot of great substance in this presentation. I could spend the next year dissecting various aspects of his presentation and applying it to my building's professional development. • He provided some great perspectives on cultural differences. • Dr. Noguera was amazing. Everything he said validated the things that I believe about learning, achievement, and equity. • Needed time to digest all the great info. • Thanks for sharing the PowerPoint! There were so many great things that I could not write fast enough. • Excellent and empowering insights that will definitely change up how I lead this year.

IPLI COHORT 5 - 2017-2018 SEMINAR EXIT SURVEY RESULTS (Continued):

Activity	Comments from Exit Surveys
Summer Seminar July 11-12, 2017 (Continued)	<p><u>From Chris Young & Marcus Painter: Hack Your School:</u></p> <ul style="list-style-type: none"> • They were fun and engaging and the topic, obviously, was relevant. I am a pretty tech savvy admin, so I knew or have experiences with most of what they offered. With that said, the Pear Deck subscription was awesome! They were inspirational. and if I can even take away just one thing -- I consider it a success! • Learned a lot in a small amount of time!! Enthusiastic presentation. • This presentation is for teachers, in my opinion. Loved them, but hits at the wrong level. • While I enjoyed the items they discussed, I wish there had been more of a connection with the administrative role. • Wonderful way to end. I have lots of ideas to share with staff. • Outside of the box presentation. Will be able to take a few technology ideas from the presentation and apply them to my own building. • A few meaningful ideas and suggestions, wish more of the presentation was spent on things that we could use in our practice. • Very helpful info as my school begins a transition to 1:1 over the next school year. <p><u>Takeaways - One thing I will take away from this seminar and immediately use in my school:</u></p> <ul style="list-style-type: none"> • Pear Deck! Shift those monkeys. Look at myself as a leader and try my best to figure out my blind spots so I can be more effective, be more intentional, and build stronger relationships. Thank you! • Action research is easy to use for many simple improvements at any time. I like the concept and will use it right away. • Equity resources, norm creations, ice breakers, action research. • Know your why? I have already used it with my administrative staff. • I immediately used the Shifting the Monkey strategies presented with Todd Whitaker as I returned to my building and began putting systems in place. • Working more on teaching teachers when they don't know how. • We are going to focus on academic engagement/motivation and not so much on academic achievement and build those strong relationships with students. I want to assign each staff member to a critical student and touch base with that student daily. This includes ALL staff members. This will hopefully help that student feel wanted and validated. • I immediately realized the importance of my presence in the building. While I've known this all along, the emphasis and stories from other successful principals helped me understand the importance of focus on my involvement in instruction and not management. • Goal-to treat every child as if he/she is the best student in the school...form relationships with the students so that they are ready to work for you. • Shifting the monkey! Empowering my staff to bring me solutions rather than problems.

IPLI COHORT 5 - 2017-2018 SEMINAR EXIT SURVEY RESULTS (Continued):

Activity	Overall Seminar Rating	Comments from Exit Surveys
Summer Seminar July 11-12, 2017 (Continued)		<p><u>Takeaways - One thing I will take away from this seminar and immediately use in my school (Continued):</u></p> <ul style="list-style-type: none"> • I have a simple job (via T. Whitaker) - improve the Teachers I have and hire great Teachers. It's all about teaching the Teachers. • I will be discussing action research with my teachers and how they can use reflection and inquiry strategies to improve themselves professionally. • Finding your "why" that we heard from our speakers. It will be a theme for our first staff meeting. • Both Pedro and Todd provided some very useful strategies involving staff interactions and using these to get the year kicked off in the right way. I will definitely be applying some of these to that first faculty meeting to start the year! • I like Dr Whitaker's suggestion of removing the desk from the conversation and to "sidel up" with the parent, teacher, or student. • The whole two days helped me with ideas for communicating vision during the opening day in a more effective way. It helped me grow in confidence and in understanding of the importance of my leadership. • I am creating my opening day staff meeting ala Todd Whitaker ... I am using blindspots, lollipop moments, points from Whitaker and Equity, a few tips from the "Hackers." I am using a ton of things immediately. • How important my first meeting of the year is....I want to make sure it is super exciting and sets the tone for the year. • Shifting the monkey from my Super Star Teachers to my own shoulders, and then shifting to the less effective teachers. EQUITY with my students. Hacking my school by using the great movie making experiences and the YouTube information. • I will be more intentional in my leadership. I'm excited for this journey. • Thinking of teachers as learners. Teachers need to learn how to teach with the mindset on if their students are learning. • I will go back and concentrate more on encouraging and working with my staff to be intentional about creating relationships with our students from day 1. We work hard on academics (ex: ISTEP), but we cannot forget what Dr. Noguera emphasized.....excellent!
Seminar September 26, 2017		<p><u>Overall:</u></p> <ul style="list-style-type: none"> • Dr. Will Miller was outstanding! I think he's risky in that he may go WAY over people's heads, but I also believe he fits well into year one. It is important to address the psychology of a leader and the effects of leadership so people can consider the true cost and importance of leadership roles. Great move by including him. He will be a long term influence in the psyche of those in attendance. • The speakers were great. I really enjoyed the information on 10 minute in-services for teachers. It is also always refreshing to sit and talk with other administrators and mentors concerning what is going on in our districts.
Principals	8.92/10 (great impact)	

IPLI COHORT 5 - 2017-2018 SEMINAR EXIT SURVEY RESULTS (Continued):

Activity	Comments from Exit Surveys
Seminar September 26, 2017 (Continued)	<p><u>Overall (Continued):</u></p> <ul style="list-style-type: none"> <i>I enjoyed the way the seminar was structured and the agenda was broken into chunks where it did not drag. I really enjoyed listening to the speakers and took away pages of notes from each. I was also able to get a better feel for the AR objectives we have coming up, which was very helpful.</i> <i>Dr. Will Miller was my only concern. While his topic was interesting, his presentation was not. Everything else about the day went very smooth and I felt it was effective. Annette Breau was very entertaining and inspiring. Thank you for the opportunity to be with our groups and meet other principals in our building levels. I made a couple of good connections.</i> <i>Wow! I have loved the action research and the collaboration! Getting to hear ideas from other practitioners is wonderful! Also, the speakers have been nothing short of amazing! Bravo!</i> <i>The two guest speakers were phenomenal! The strategies they shared can be implemented immediately. I also enjoyed the time to meet with my cohort members, as well as building level administrators. I left the seminar feeling re-charged!</i> <i>The guest speakers were great! The messages were on point and relevant. I appreciate the materials as well. I think the Breau text will have a lot of great applications for me as I work to support my staff. And the Miller text will be an interesting read to keep me personally grounded.</i> <p><u>From Annette Breau: The 10-Minute Inservice:</u></p> <ul style="list-style-type: none"> <i>Usable and practical.</i> <i>I loved the concept that she presented. I can't wait to read the book. I would love to have the whole power point as there was some information that I did not get written down. It still amazes me when I hear the number of teachers leaving the profession. It is so sad. A profession that was once one that you had over a hundred apply for now has thirty to forty. I like the smile and move on idea. I realize that my mood sets the tone for the building and that is something that I am going to have to work on. Great ideas!!!</i> <i>I wish I could watch it again, because the one thing she did that I DO think is difficult is humor. I would like to observe and learn how I (a not funny person), could learn from her to up my funny factor. I appreciated the fresh approach to reminding our teachers the importance of those basics of teaching--smile, care, like your job.</i> <i>Of all the guest speakers I've heard in my career, she was the BEST! I plan to implement some of the strategies she shared - I feel I walked away with so many great ideas.</i> <i>There were several things that I will take back to my teachers and students. The main thing that I took from her presentation was have a positive rapport in your work place. A great way to start a good rapport is with a smile. Be attentive to students! Get your students attention! She was amazing!</i>

IPLI COHORT 5 - 2017-2018 SEMINAR EXIT SURVEY RESULTS (Continued):

Activity	Comments from Exit Surveys
Seminar September 26, 2017 (Continued)	<p><u>From Dr. Will Miller: Miserable@Work: Quit Blaming the Job and Fox What's Really Broken:</u></p> <ul style="list-style-type: none"> • There were several points that Dr. Miller made that I was able to glean from and hopefully can help my staff relate to. • So what I loved about Dr. Miller was that he integrated who he is as a whole human being into his presentation, and not just the part that pertained to education. It seemed apparent to me that Dr. Miller is a person of faith and has at least a close connection to the Christian faith. And he did not pretend not to be that. If we had a presenter who was Buddhist, or Muslim, I would hope that I would get a good sense of how that perspective has shaped them as a human being. I loved how Dr. Miller integrated his personal beliefs in a way that was not condescending, or proselytizing into his presentation. He was a WHOLE PERSON, just as we want children to be WHOLE PERSONS. I have thought numerous times in the past 24 hours about who in my life I have "refrigerator rights" with. I have thought about how it is more important to be locally connected than globally connected--couldn't agree more. I appreciated that, with the brief reference he made to politics, he did not in any way take the side of the right or the left. Rather he talked about there is a connection with people that goes DEEPER than that. Dr. Miller had a lot of genuine wisdom, and I would love the opportunity to spend more time with him. Thank you for taking a chance and bringing someone in who is a little unconventional. • It is comforting to know that it's not only okay but also necessary to take more time for myself. • I loved his information but got lost a bit with his presentation style. There were times I was not sure where he was going and struggled to make connections. I did however really enjoy what he had to say. • Funny, witty, to the point. His message of handling stress was a much-needed message I feel we can all benefit from in dealing with our day - to - day job responsibilities. <p><u>Takeaways - One thing I will take away from this seminar and immediately use in my school:</u></p> <ul style="list-style-type: none"> • Some of the 10 minute inservice ideas! • The 10 Minute Inservice material and making sure I have everyone's attention and making it meaningful. • Some of the ideas from the mini AR presentations and ideas that came from the building level conversations will be implemented. • Trauma resources gained in group discussion. • I plan to use the 10 minute in-service information with new teachers and during our staff PD. I purchased this book a few weeks ago and started looking at it. To hear Dr. Breaux speak reinforced why I wanted to use this book. She was(is) great. • I am planning to use some of the 10 minute in-services in my up and coming staff meetings.

IPLI COHORT 5 - 2017-2018 SEMINAR EXIT SURVEY RESULTS (Continued):

Activity	Comments from Exit Surveys
Seminar September 26, 2017 (Continued)	<p><u>Takeaways - One thing I will take away from this seminar and immediately use in my school (Continued):</u></p> <ul style="list-style-type: none"> • I was reminded from Annette in the morning about the importance of paying attention to the little things, like SMILING. I said to myself a few times today. Am I having a good day? Then tell my face. I used that line on kids, and a few adults too! My immediate take away was making sure my school is SMILING! • Although I've shared this with my staff in the past, I plan to remind them to always be positive and smile - even if they are faking it. My school is a Title I school and a large number of our students live in poverty. Our students need us and need for us to be "on it" and happy to see them every day. • I love how the presenter Annette made the student feel as if she were doing them a favor in correcting behavior. She shifted what could be a power struggle. I know that I could use her tips in situations with students at my school. • We are already focusing on self-care as a staff; Dr. Will's book will help give me some new insights related to that topic!



Cohort 5 principals get a chance to meet with their building levels during the September 2017 seminar.

IPLI COHORT 5 - 2017-2018 SEMINAR EXIT SURVEY RESULTS (Continued):

Activity		Overall Seminar	Comments from Exit Surveys
Seminar November 20, 2017 (in conjunction with IASP Fall Conference)			Based on feedback from our principals, this year IPLI did not conduct a structured afternoon session for our participants. Instead, regional focus-cohorts met for 90 minutes during the lunch break to work on their action research projects. This allowed principals to attend more conference sessions focused on their individual needs during the afternoon.
Seminar January 23, 2018			<p><u>Overall:</u></p> <ul style="list-style-type: none"> Jessica Johnson was amazing! It's great to hear from practitioners that understand the current realities of school administration. Practical. Presenter had excellent pedagogy. Lots of processing time. Great activities and collaboration. I wouldn't have thought of utilizing this style BUT I highly valued it. Today was a day that I did NOT check the clock once. I was very entrenched in the PD all day long. Time for tasks was appropriate. Appreciated the thoughts to increase meaningful dialogue in a coaching manner. Great collaborative opportunities and speakers. Jessica provided many great ideas for following up with teachers following a walk through or observation. I am definitely going to put those tools into practice to better guide reflective thinking of my staff following an observation. Great theme on coaching teachers! I always feel re-energized after going to IPLI. It is also nice to hear about the action research of the other principals. Great strategies for being an instructional coach and leader, easy book to refer back to, good and engaging presenter. As always, I found the day to be very informational and thought-provoking. I appreciate the opportunity to collaborate with peers in and out of my regional cohort group. Excited for the new resource in <u>The Coach Approach to School Leadership</u>. <p><u>From Jessica Johnson: The Coach Approach:</u></p> <ul style="list-style-type: none"> The topic of coaching is huge, I feel like she gave some practical takeaways for the time she had. At times Jessica provided some really good information and thought-provoking comments. There were also times that her comments were slightly distracting to the flow of the conversation. Appreciated her practical suggestions.....I had some definite take-homes. Jessica was very easy to follow and kept my attention throughout the seminar. I appreciated the hands on approach to learning and the way that she helped me get to know some other administrators in the room by getting us up and moving. Presentation was long. Jessica had many useful tips that can be implemented immediately in addition to some very practical advice on effective coaching.
Principals	8.87/10 (great impact)		

IPLI COHORT 5 - 2017-2018 SEMINAR EXIT SURVEY RESULTS (Continued):

Activity	Comments from Exit Surveys
Seminar January 23, 2018 (Continued)	<p><u>Takeaways - One thing I will take away from this seminar and immediately use in my school:</u></p> <ul style="list-style-type: none"> • Good information on teacher observations. • I used the movement TED video with some staff members already! • I've already started using some of the feedback questions stems in walkthroughs and post observation meetings. • Some of the videos and ideas/strategies Jessica shared will be shared with my staff. • I am already using Hattie, but the coaching feedback and its effect size is what I will bring back to my building. • Continue working through the action research and providing more specific feedback. • Coaching staff - especially a first year teacher that feels threatened that all communication is evaluative. • Some different strategies regarding conversations with staff about observations. • I will use Steve Gruenert's suggestions as to how to select my two teacher-leaders for next year's AR process. • I am taking away the "I wonder" and "I noticed" comments for future observations. I always love the new resources such as podcasts, sites, web pages, etc. to add to my arsenal of resources! • Use of teacher channel to help with coaching conversations...more explicit feedback on walkthroughs. • There were many organizational tips that I am going to implement. • Using the coach approach to school leadership. • I will model examples of teaching practices at staff meetings instead of just telling the staff about strategies. • I will use the Orid questioning more and be more intentional with giving regular feedback. • Teaching Channel.org, What takes my time?, and Hattie's research!



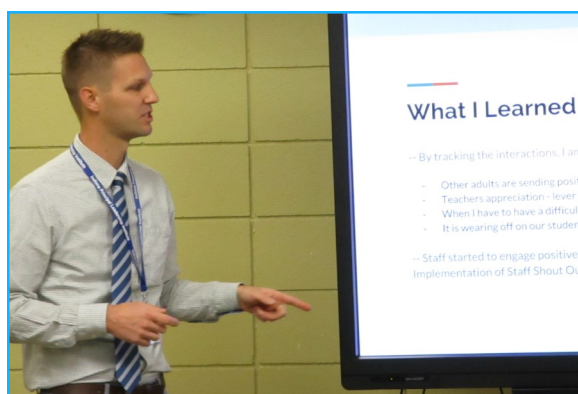
Cohort 5 principals discuss topics learned during Jessica Johnson's presentation on *The Coach Approach*.

IPLI COHORT 5 - 2017-2018 SEMINAR EXIT SURVEY RESULTS (Continued):

Activity	Overall Seminar Rating	Comments from Exit Surveys
Seminar April 10, 2018		<p><u>Overall:</u></p> <ul style="list-style-type: none"> The organization and presentation set-up was comfortable, and the facilitators did a great job. Analyzing the culture survey data was eye-opening and powerful. I look forward to sharing with my leadership team. The action research project was very helpful to me. I learned a lot through the process. Loved experiencing the showcase and learning from each other. I thought the Action Research setup with the computers was done extremely well. I really appreciated how well the facilitators managed time and ensured each person got an equal amount of time to present. I loved hearing the action research information and got some great ideas. I also felt the information on Culture and Climate combined with specific data from my school was powerful. I am always excited to attend IPLI. My cohort is absolutely amazing, and I learn so much from them. The books we get are always top notch. It is an incredible experience. Fantastic! Always encouraging and thought-provoking! Filled with great ideas to take to my home school. As always, there are many takeaways from today's seminar. I can always count on getting a lot of good information and ideas. It's sensory overload, but in a good way. Appreciated all the expertise from the principals' in their project presentations! <p><u>From Steve Gruenert: Understanding School Culture:</u></p> <ul style="list-style-type: none"> Excellent presentation. I would have liked to have had more time to analyze and discuss my data from the culture survey. Dr. Gruenert did offer to meet with groups if they want to discuss the results - very generous offer and another excellent example of how IPLI supports us! Great information and really appreciate his depth of knowledge on the topic. Steve kept my attention, and it was obvious that he has a lot of experience with school culture, and I felt that he was realistic in his approach, even to the point of admitting that changing the culture does not always mean it will be better. I love how he explained the difference between climate and culture and demonstrated how we could use our survey data to identify target areas. The presentation made me think about culture in a different light. I am eager to continue to unpack my culture survey data and see what we can do to implement some culture change. It was nice to hear that change will take some time—a good reminder so that I don't get frustrated in the process. Also, Steve's presentation helped me understand that climate and culture are separate things. He broke it down in a way that made sense.
Principals	9.2/10 (great impact)	

IPLI COHORT 5 - 2017-2018 SEMINAR EXIT SURVEY RESULTS (Continued):

Activity	Comments from Exit Surveys
Seminar April 10, 2018 (Continued)	<p><u>Takeaways - One thing I will take away from this seminar and immediately use in my school:</u></p> <ul style="list-style-type: none"> • AR converted to the classroom. • Concentrating on the importance of culture and climate. • Disrupt the culture with small groups in order to improve it later. • High impact areas for improving school culture. • How long it will take to change the culture but also how easily some changes may be addressed. • I am considering one or two of the "Culture Buster" ideas - still thinking on this one. • I have a list of ideas that I gathered from the action research showcase that I want to try out! • I have already begun the conversation of culture in our building. • I heard from one principal- she scheduled time to work with kids in the classrooms each day. I love that idea! This is something I am bringing back to do. • I used the survey data to plan areas where I can provide professional development and strategic change. • I will continue the reflective practices I incorporated in my project, I will start a voluntary book club in my next position, and I will incorporate the time management pieces I learned today. • I will use the culture survey results immediately. I want to present to my staff, but I will also share a deeper dive with my leadership committee so we can start looking at and thinking about our next steps. I am looking forward to bringing my two teachers along with next year. • Paying attention to the culture and identifying areas that are "slipping" and doing that hallway, lunchroom, "psst" approach to planting seeds in those influential people to get them on my side. • Probably the information on trauma learned from the action research projects. • Steve's presentation made the culture data make sense. Will definitely use his method to address areas in need. • The High Reliability Schools book and the Poverty book. Our goal is to close the achievement gap between our poverty students and the others.



Cohort 5 Principal, Zach Huber, presented his topic, *The Impact of Positivity*, during the Action Research Showcase.



APPENDIX

C

IPLI Cohort 4

Principals' End-of-Program Exit Survey Results

COHORT 4 PROGRAM EXIT SURVEY: At the end of Cohort 4's two-year program, IPLI asked participants to complete a program exit survey to help us assess the impact IPLI was having on their leadership capacity and overall school improvement. The table below highlights some of the results from this survey.

Survey Items	Results	Comments from Exit Surveys
Please rate the value of the overall IPLI experience.	9.27/10 (high value)	<ul style="list-style-type: none"> <i>This was a fabulous experience. IPLI helped me grow as a leader. It helped me to look at myself in ways that I could grow as a person. It also helped me use data to help me grow as an educational leader and help my school to improve.</i> <i>To be honest, I was rather hesitant about this experience. I found the action research projects energizing as a professional. It brought about changes to my practice as a professional into the practices of our staff. I see this work will impact our school for years to come. We also had the wonderful opportunity to interact with some of the leading educational professionals in United States. I would recommend this experience to any of my colleagues.</i> <i>The professional development and networking was incredible! So often administrators do not receive on going PD!</i> <i>The past two years with IPLI have offered the best development for me as a leader, by far, in my 15 years in education.</i> <i>Great program. I will recommend it to anyone that hasn't gone through the program already.</i> <i>The speakers and mentorship that they provide are invaluable to administrators.</i> <i>IPLI provided a tremendous opportunity for personal and professional growth. Absolutely tremendous experience!</i> <i>I have recommended this program to multiple school administrators.</i> <i>IPLI has helped me create a network of colleagues that I can count on and go to for help and support. Being a part of this program has made me a stronger leader!</i> <i>Very professionally planned and carried out. Mentors and other staff continually guided and demonstrated how the concepts being taught could apply to the various school settings that mentees were working in.</i> <i>Loved the support and mentors.</i> <i>Overall, it was a wonderful experience. Some of the best PD I have ever had.</i> <i>This has been the best professional development I have ever received. IPLI was the perfect fit for me. I was in need of growing my leadership capacity and IPLI delivered. I have personally spoken to Senator Koch about the impact of IPLI and the need for ongoing funding for this program.</i> <i>The IPLI sessions increased my expertise level in Effective School Strategies (Marzano) and using PLC to improve our school. I was focused mainly on improving the Culture and Climate of my school by creating systems that supported learning. IPLI helped me significantly with these strategies.</i> <i>What a great learning experience! Not only was I able to increase my own leadership skills, I was able to collaborate with many outstanding leaders from across the state!</i> <i>This was the best professional development I have experienced in my time as an educator. The staff at ISU and those they brought in to enhance the program were engaging and furthered my growth as a leader.</i>

IPLI COHORT 4 - END OF PROGRAM EXIT SURVEY RESULTS (Continued):

Survey Items	Results	Comments from Exit Surveys
<p>Please rate the value of the monthly regional focus-cohort meetings.</p> <p>What was most beneficial?</p>	8.52/10 (high value)	<ul style="list-style-type: none"> <i>The regional focus-cohort encouraged an ongoing professional dialogue and support network as we moved through IPLI.</i> <i>It kept us on track.</i> <i>Networking and offering each other feedback for personal and school improvement.</i> <i>Simply getting together to talk about issues going on with peers, although it was hard to break away from buildings at times.</i> <i>Great support!</i> <i>Interactions with other principals going through the same issues I am.</i> <i>The most beneficial aspect of the regional focus-cohort was the networking. I was able to build relationships with other principals in my area that I can call upon when I have questions. This has been invaluable.</i> <i>I was able to ride to and from the meetings with two other principals in our district. We would discuss and problem solve together. This was more beneficial than the meeting itself.</i> <i>The networking opportunities and the ability to see each other schools was tremendously beneficial. The other benefit to the regional meetings was the accountability to continue working on the action research plans.</i> <i>It was great to touch base, not sure that we needed to meet in person for these - maybe some sort of chat or e-mail might have been able to serve the same purpose. It is difficult sometimes to get away from school.</i> <i>My regional cohort group is amazing, and I will continue to connect with them even now that IPLI is over.</i> <i>Learning from _____, and getting an opportunity to talk through things with our cohort made me feel supported.</i> <i>I learned a lot from the sessions, but the relationships and mentorship were the best parts.</i> <i>Utilizing resources - great discussions.</i>
<p>Please rate the value of the action research project.</p> <p>What was most beneficial?</p>	8.87/10 (high value)	<ul style="list-style-type: none"> <i>Just learning the process. I have always wanted to put procedures in place to evaluate myself and my building. Now I have a researched based way to do it.</i> <i>Making us focus on making things better for our students.</i> <i>The beneficial aspect of the action research process was being able to try something new that we may not have tried.</i> <i>It helped my team reflect on our work and realize we didn't need all of the answers at the beginning.</i> <i>Year one should be a course in school for any career path. You need an understanding of who you are before you can truly develop your skills.</i> <i>Making myself and our school work hard to improve in a specific area. This was a huge benefit for self and school.</i> <i>It makes you think of strategies to solve your wondering. It allows you to think outside the box and try something you might not have otherwise tried.</i> <i>Understanding that it is a process of reflection that can be done continuously without tremendous "extra" effort, and that it might change on the fly.</i> <i>The process was made relevant to each person - not theoretical.</i> <i>Collaborating with my teacher team to improve our school.</i>

IPLI COHORT 4 - END OF PROGRAM EXIT SURVEY RESULTS (Continued):

Survey Items	Results	Comments from Exit Surveys
<p>Please rate the value of the action research project.</p> <p><i>What was most beneficial?</i> (Continued)</p>		<ul style="list-style-type: none"> • <i>Learning the process to apply in the future was most beneficial!</i> • <i>The accountability of knowing you're going to present your research plan was important to me. The ability to share and get feedback from your cohort group was also beneficial.</i> • <i>Just learning the process of action research so I can apply it in other areas and help my teachers and students do the same. We have actually added an action research component to our profile of a graduate because of how valuable I learned it is!</i> • <i>Forcing us to TAKE ACTION instead of wondering or just talking about ideas. You never know if it can work if you don't get held accountable to try it. Loved engaging two teachers from my school in the process as well.</i> • <i>What a great way to get focused on self-improvement first and then look at school-wide improvement. The process was broken down in a way that we are able to manage the pieces while working toward completion of the overall project.</i> • <i>This process allowed us to work on something meaningful and personal.</i> • <i>Learning the process and discovering it can/should be repeated continually. Also, we discovered a lot about ourselves, our staff, and our school in general.</i> • <i>The realization that this is something that can be done for any issue facing the school. As soon as I realized that, it became easy to implement in other areas of my school.</i> • <i>Just learning more about the process and letting me know I could do something that big.</i> • <i>True evaluation - first self-evaluation and then school evaluation. You have to let yourself be vulnerable. Vulnerable to listen, be honest with yourself, and learn.</i> • <i>Learning the process for action research was the most important. Practicing action research through mini projects first and for ourselves before diving into our schools was a great plan.</i> • <i>Collecting data from your staff. This provided significant information from the staff perspective. As a result, we were able to determine that there were three things happening: Lack of communication, training discrepancies, and a need to monitor discipline occurrences. We made the necessary adjustments as a staff based on the data.</i>
<p>How can we improve the action research component?</p>		<ul style="list-style-type: none"> • <i>I don't think you could make it any better. You provided professional development, resources, examples, and mentors to guide us through the process. You broke the project down into small manageable chunks so it was not overwhelming. You helped us see that it is the process not the product that is important and made it safe for us to take a risk.</i> • <i>I feel it was outstanding.</i> • <i>The sharing portion is tough to listen and be a part of the presentation with so many people in the room at the same time.</i> • <i>The Marzano surveys were an important component of this process. I never really felt like I understood the data as it came back. Spending a little more time in explaining how to read the data would've been beneficial.</i> • <i>More time can be spent on defining action plans and methods of collecting data.</i>

IPLI COHORT 4 - END OF PROGRAM EXIT SURVEY RESULTS (Continued):

Survey Items	Results	Comments from Exit Surveys
Please rate the value of including teacher-leaders in Year 2.	9.31/10 (high value)	<ul style="list-style-type: none"> <i>This was an excellent way to gain buy-in and have support in our school improvement efforts.</i> <i>This was vital. Because these teacher leaders were able to spread the word, it came from peers and not a top down decision. It also empowered my teachers as teacher-leaders.</i> <i>It really helped strengthen my action research project.</i> <i>Teachers were great! It was very helpful to have them involved as it brought the changes from their inclusion and not from a "top down" perspective. It was really helpful for them to explore the data.</i> <i>The best part of the program.</i> <i>This was extremely beneficial to my teacher leaders. We grew as a team during this yearlong experience.</i> <i>This is a smart way to positively impact schools.</i> <i>This aspect was very useful. The teacher leaders were vital to sharing and guiding the staff through the process. They also encouraged the entire staff to participate.</i> <i>I loved the shared leadership with my teachers!</i> <i>This most definitely helps with getting buy in from the staff. The process to go about picking the teachers was helpful in the selection process.</i> <i>Having my two teachers there with me to hear what we were hearing and help me provide appropriate information to the entire staff was invaluable!</i> <i>Great concept. First time I feel like I've built a quality, beneficial for students, relationship with teachers.</i> <i>This is a great component that creates an opportunity to additional teacher leadership. My two are now important leaders in the building, given the learning that occurred from IPLI!</i> <i>Truly necessary to get buy in.</i> <i>The only thing I wish I did was invite one core teacher and one elective teacher. I had two elective teachers and I feel that it hindered me a bit.</i> <i>Developing shared leadership of the building.</i> <i>Choosing teachers was the most difficult part, so any assistance in doing this is beneficial.</i>
Please rate the value of using the High Reliability School Framework in Year 2 as a tool for school improvement planning.	9.06/10 (high value)	<ul style="list-style-type: none"> <i>I enjoyed the framework and we got a lot of great feedback from it.</i> <i>Great self-reflect of the school.</i> <i>The data was fantastic! However, since I had to leave the room when they were taking it, I believe some of the data was skewed because teachers did not understand what they were being asked. I feel as if I could have gone over some of the questions with them, answered their questions, and then left the room that it may have been more valuable.</i> <i>I loved the Marzano piece of it.</i> <i>It's good data, but you have to be cognizant of how the data was formulated. If half your staff turns over, they are not in a good position to answer many of the survey questions.</i> <i>This is an EXCELLENT framework to share with schools!</i> <i>Loved it. It was so helpful for us!</i> <i>Extremely helpful in determining where to start.</i>

IPLI COHORT 4 - END OF PROGRAM EXIT SURVEY RESULTS (Continued):

Survey Items	Results	Comments from Exit Surveys
Please rate the value of using the High Reliability School Framework in Year 2 as a tool for school improvement planning. (Continued)		<ul style="list-style-type: none"> <i>This was the first time in 24 years of education that I truly understood meaningful curriculum writing!</i> <i>Loved getting real data that was specific to my school. I could iron out the details and drill down to the area of focus that we needed to attack.</i> <i>I plan to continue to use it.</i> <i>I have already scheduled using two of the surveys at the start of the 2018-19 school year. This will assist with our mindset of embracing continuous change and improvement.</i> <i>I loved having feedback in the form of data. For years we have used subjective data too often, as opposed to real objective data.</i>
Please rate the quality of your mentoring relationship.	4.6/5 (high quality)	<ul style="list-style-type: none"> <i>I could not have asked for a better mentor. She was encouraging, knowledgeable and accessible. Just a wonderful person all around!</i> <i>_____ was an amazing leader and mentor for my development. He was available by phone, email, or in person at any time to support or offer feedback. He established positive relationships with all of us and demonstrated interest in developing us as leaders.</i> <i>He was terrific and supportive. He understood our roles, the problems we face, and worked with us to solve problems and move forward in our learning and effectiveness.</i> <i>It seemed like he had a lot going on in his own building. I don't think he really had time to mentor six other people.</i> <i>My mentor changed multiple times during IPLI. I had a total of three as one had to substitute for summer institute. It was hard to build a bond with the new mentor because of the circumstances. As far as each individual mentor I had, they were all three fantastic people, and I wish I would have been able to have any one of them for the entire time to get more out of it, but I understand that situations change.</i> <i>We lost our mentor midway through the program. The adjustment was pretty smooth and both mentors were amazing people and true professionals.</i> <i>He was truly supportive and inspirational. His love for the craft of teaching is so palpable; it makes it exciting to be around an educator with that disposition.</i> <i>_____ is an outstanding individual. I would consider her a mentor and a friend. The friendships that were developed between the cohort members and her are meaningful and lasting.</i> <i>_____ was amazing! She is very personable, and accepting. She speaks from experience and provides insight in ways that others may not have thought. She is always positive, and I could tell she truly enjoyed working with us. We were not a burden to her, and she shared like we are all colleagues. She's a true benefit to the program!</i> <i>_____ is a true professional. He has a wealth of knowledge and experiences that have helped me professionally. I appreciate his approachable personality and willingness to listen.</i> <i>I really can't say enough about _____. He helped lead me through some difficult things in my school. He was a mentor and confidant for all of us. We valued his opinion and input. He kept everything we did down to earth and manageable. He was a cheerleader for us and understood what we face as principals each day.</i>

IPLI COHORT 4 - END OF PROGRAM EXIT SURVEY RESULTS (Continued):

Survey Items	Comments from Exit Surveys
Please rate the quality of your mentoring relationship. (Continued)	<ul style="list-style-type: none"> • _____ was very helpful in guiding us through the action research project. I appreciated his willingness to assist us when we called or emailed him. • My mentor did a terrific job of leading us through the two years. It was clear that the mentor understood that we had many other responsibilities that required our attention and did not put too much on us! It was appreciated!
How could we improve the mentoring component?	<ul style="list-style-type: none"> • I wouldn't change a thing. • No opinion. I really enjoyed it! • It is pretty good as it is from my perspective. • I don't really think you can. The mentor component was amazing! • Not possible to improve. • It was very solid. • Keep mentors like _____. You do not want mentors who are central office staff that don't know how to relate to principals. You want personable mentors who "get it."
As the IPLI Design Team evaluates the overall program, what should we keep?	<ul style="list-style-type: none"> • All of year one! Year two, keep the two teachers; focus on PLCs, instructional framework, priority standards, vocabulary, action research, regional meetings. • The Action Research component, as well as the HRS component were the two areas that should be non-negotiable. • Second year development of school team. • The program is a success. It is great, don't change it! • Honestly, I think you should keep it all. • Mentors, Regional Cohorts, Action Research, Timeframes, HRS & other guest speakers, Qdoba. • Personal action research, school action research, teacher leaders. • High quality professional development and time for group discussion on important topics. • Marzano's work. Mentors and make regional groups more geographically conducive. • Get rid of the year 2 summer night activities. Let cohorts go off on their own together. • Scheduled training, the guest speakers were phenomenal, Interaction with IPLI cohort members outside your regional group.
What should we amend?	<ul style="list-style-type: none"> • The Marzano presenters were outstanding, but some of the others seemed like fluff you can get at any education conference. I suggest having the STEM directors from the DOE present on STEM/21st Century Learning in our schools. They have done an amazing job for us and wouldn't even cost you anything. • More time with regional groups during the seminar in Indy. Those seem to be very busy days. • It's a great program - always be considerate of improvements, but I can't identify any significant amendments. • Monthly meetings were unnecessary unless you need them for funding.

IPLI COHORT 4 - END OF PROGRAM EXIT SURVEY RESULTS (Continued):

Survey Items	Results	Comments from Exit Surveys
What should we amend? (Continued)		<ul style="list-style-type: none"> Evaluate the number of days principles are out of their building for the regional cohort meetings. With all of the other things I was out of the building for, it is hard for me to have perspective on the number of days missed for IPLI. I loved it all!!! Only concern is the format of presenting action research to groups was sometimes crowded ...hard to hear etc....
What additional recommendations do you have?		<ul style="list-style-type: none"> More emphasis on next steps. Make IPLI gear available for purchase. It's hard to be too critical. This experience increased my capacity as a professional and helped change the climate of my building. Keep doing what you are doing! A google drive where all the information and projects can be shared.
Would you recommend IPLI to other principals?	100% responded "Yes"	<ul style="list-style-type: none"> Yes, I wish I went through year one before becoming an administrator. The networks for personal and school-wide development with other principals will last the rest of my career. Our school improvement efforts have skyrocketed the last two years. I will recommend it to any principal. I have met people and become close with them in a way that I would not have been able to without IPLI. It gave me tools such as Action Research to help guide my thinking through the year. It has also opened my eyes to the value of the HRS surveys in focusing on improvement strategies for my staff. This was the most beneficial PD I have had as an administrator. The professional development and action research is incredible! Yes, would like all of our schools in our corporation to have the curriculum piece Yes! It has been some of the best professional development I have ever received since becoming an administrator! A phenomenal program! Wonderful opportunity for personal and professional growth that positively impacts your school. It is a great opportunity to continue self-improvement and make your school better. Because it is the most meaningful and applicable PD I have ever had in my professional career! Good networking and forces us to reflect and hear from others far removed from our local community and schools. This was a great PD opportunity that is innovative and current. All principals need it! Absolutely! Growing our leadership capacity is the best way to help our students. Yes. The training provides opportunity to grow. It increased my confidence as a school leader. Absolutely! I think that this was a valuable experience for self-growth. It also allowed me the opportunity to look at the principal's role through a variety of lens.



APPENDIX

D

IPLI Cohort 4

Superintendents' Survey Results

COHORT 4 SUPERINTENDENTS' SURVEY: At the end of Cohort 4's two-year program, IPLI asked participants' superintendents to complete a program exit survey to help us assess the impact IPLI was having on their principals' leadership and overall school improvement. Unfortunately, only 16 of our 48 superintendents completed the survey (*). The table below highlights some of the results from this survey.

Survey Items	Results	Comments from Exit Surveys
Please rate the impact of IPLI on the participating principal's leadership capacity.	8.73/10* (great impact)	<ul style="list-style-type: none"> The principals have grown more confident in their abilities. The growth displayed by my principals has been evident. They have strengthened their professional networks and reach out to their colleagues on a regular basis to help improve our schools. Our administrator has spoken very highly of the program and encouraged others to join in future cohorts. She has shared her results from her surveys and her work with me. She has been very receptive to what she has gained from her teamwork and ideas through the program.
Please rate the impact of the IPLI seminars.	8.79/10* (great impact)	<ul style="list-style-type: none"> Great time to actually remove yourself from the ins and outs of the daily job and reflect on your goals. The speakers were great for building leadership capacity. We had one come to our district based on the recommendation of the IPLI cohorts. My Principals really enjoy the seminars. They always come back charged up. Always come back with great energy and ideas after the seminars. He has started the process in his building with a lot of success. Helped to give him clarity on what needs to be done.
Please rate the impact of the mentoring provided.	9.0/10* (great impact)	<ul style="list-style-type: none"> Good collaboration time with someone outside of the district. Both of the candidates have shared conversations with their mentors. It is great to get ideas outside of our district as well as share some of their own ideas with their mentors. The access to the mentor has greatly enhanced the IPLI experience for my principals. Great choice of mentors. Experienced and great role models.
Please rate the impact of the monthly regional focus-cohort meetings.	8.71/10* (great impact)	<ul style="list-style-type: none"> Worthwhile to recognize that they have colleagues that are dealing with similar issues, or may have another approach for a solution. This is another way to support the principals with a driven area of focus. Again, the collaboration that takes place at these meetings is invaluable. These meetings created a great network! Our admin love getting into other buildings for ideas and collaboration. Not as valuable as the seminars, but certainly time well spent and allows for the development of the professional network. I think these things are what are most beneficial. I appreciate that the cohorts go to each other's buildings, and it also gives to them a group or circle that they can constantly bounce ideas off of. Lots of benefit with this. He has shared that these have been very valuable to him.

COHORT 4 - SUPERINTENDENT SURVEY RESULTS (Continued):

Survey Items	Results	Comments from Exit Surveys
Please rate the value of including two teachers in Year 2.	9.07/10* (high value)	<ul style="list-style-type: none"> • Unique opportunity for teachers to interact at a high level of PD. • A good time to be able to develop plans and focus on the tasks without daily interruptions of life at school. • I think this was very eye opening for the teachers. I talked to a few of them and they said it was very beneficial. It is strategic in nature, and the focus on the improvement plan helps direct them for next school year. • This activity built teamwork for the building. • Helps staff understand the importance of leadership and promotes "buy-in" from staff. • Exposing the teachers to the seminars, speakers, and the action research process is highly valuable. • Probably the most valuable component. Great allies back in the building when instituting change.
Please rate the value of using the Marzano High Reliability Framework to help with development of school improvement plans.	8.71/10* (high value)	<ul style="list-style-type: none"> • Our principals are now wanting to build this Marzano process into our continuous improvement model. This is a great takeaway from IPLI. • I feel like the first 3 levels in particular are of tremendous value. He has worked hard with his staff in these areas.
What do you believe are the biggest challenges facing practicing principals?		<ul style="list-style-type: none"> • Time and the increasingly high needs of students... • The number of expectations continues to expand without a reduction of previous mandates. • Accountability expectations... Little assistance. • Time and increasing mental /emotions issues of our students. • Balancing day-to-day management with leadership. • Curriculum and Improving Instruction, school safety, and communication (social media). • Time management: discipline, staff evaluations Identifying instructional best practices and being able to evaluate it. • The enormity of the responsibility of the job. From school safety issues to the ever-changing accountability process to meeting the social-emotional needs of their students, the principal's job can be absolutely overwhelming. Having other leaders to engage to support their work is critical. • The negative atmosphere around public education. Teacher shortages, over-emphasis on high stacks testing, and lack of resources. • Time management and hiring/retaining strong staff.

COHORT 4 - SUPERINTENDENT SURVEY RESULTS (Continued):

Survey Items	Results	Comments from Exit Surveys
What do you believe should be the main areas of focus for the Indiana Principal Leadership Institute?		<ul style="list-style-type: none"> Building capacity in the principal as a leader. Capacity development. Servant leadership and developing an overall collective approach to school improvement. Collaboration, goal setting, and reflection. Instructional Leadership, Empowering Staff "Go with your Lead Teachers," Social Media - Communication. Principal/leadership improvement. Keep on keeping on. The focus is right where it should be. Keep the focus you have. It is working and making a difference. Hiring/Retaining staff, school improvement, professional development.
Would you encourage other principals to participate in IPLI?	100%* Responded "Yes"	<ul style="list-style-type: none"> Helps them grow from great individuals around the state, helps admin connect, great form of professional development for our leaders. I have some that we have already sent through applications for and am hoping they will get to have this experience. It's important to push ourselves as leaders and longtime learners. There's a sense of pride in taking ownership of one's desire to improve/stretch. Best PD you can get. I will require my principals to attend. IPLI is some of the strongest PD for building administrators. I have personally seen this with two of my three that have gone through the training. They are much better for it.
Would you encourage other superintendents to provide the opportunity for their principals to participate in IPLI?	100%* Responded "Yes"	<ul style="list-style-type: none"> The networking is so valuable for the principals. It is good to hear and share ideas with others. There are tangible benefits back to the school and corporation such as more confident and connected leaders/principals. This process will make your principals better school leaders. No question.
Additional Comments:		<ul style="list-style-type: none"> I hope it continues for many more years. Keep the opportunities open for all new principals. They need this networking more than they know.



APPENDIX

E

INALI Cohort 4

Seminar Exit Survey Results

INALI COHORT 4 SEMINAR EXIT SURVEY RESULTS:

Activity	Overall Seminar Rating	TAKEAWAYS <i>One thing I will take away from this seminar and use in my school immediately is...</i>
New Administrator Workshop February 5, 2018	8.0/10 (great impact)	<ul style="list-style-type: none"> • Accountability calculations for staff, contact legislators. • Focusing on strengths to help with areas of weakness. These conferences help me refocus my attention on important topics. • The 5 types of meetings from 1st session. • The relationships with other admins. • I thought the leadership points made by Dr. Halik reinforced what I am trying to do as a principal. I will take some of his points to strengthen what I am currently doing. • I took the planning from the first session back and used pieces the next day. • I should spend at least five hours observing my staff formally. • The legislative update and information on the changes to the pathways was useful information. • I don't think I can implement anything immediately due to ISTEP and preparing my staff for everything. I have already been in discussion with my building principal about restructuring how we conduct meetings. • I will start having daily check-in meetings with my leadership team. • The semester playbook. I have been using it to inform my work for this year. • The types of meetings and how to organize those meetings. • The breakout sessions by building level provided pathways, audit and ISTEP info that I am using already. • We are using Rhonda Roos' strategic planning, implementing StrengthFinders 2.0 with our admin team, and we are currently working on pathways and accountability as a team. • Looking at how my strengths affects and/or drives my leadership styles and decisions, and using the Google Docs shared. • Implementing all 5 meeting styles that Dr. Roos discussed. • Strengths Finders results and applying that to the hiring practice of future school employees. • The different types of meetings were useful, and I've already discussed this with my principal. The StrengthsFinder was also very interesting, and I already feel more confident in some of the things I'm doing, because the StrengthsFinder validated what I think I'm good at doing and what I'm adding to my school. • I will consider the strengths of individuals when determining projects and responsibilities assigned to them. • "Updates on new laws and formulas/testing info." • Strength Finder Strengths info." • Meeting implementation.



APPENDIX

F

INALI Cohort 3

End-of-Program Exit Survey Results

INALI COHORT 3 PROGRAM EXIT SURVEY: At the end of Cohort 3's two-year program, INALI asked participants to complete a program exit survey to help us assess the impact INALI was having on their leadership capacities and overall school improvement. The table below highlights some of the results from this survey.

Survey Items	Results	Comments from Exit Surveys
How would you rate the value of your regional cohort meetings?	4.69/5 (high impact)	<ul style="list-style-type: none"> <i>I appreciated spending time and learning from the principals in my cohort.</i> <i>It has been very valuable to share what is going on in our buildings and get feedback on how to handle situations.</i> <i>Great opportunity to reflect and network.</i> <i>Like the idea of visiting other schools. We usually do a tour, but an opportunity for improvement would be for the host principal to share some of the projects they are working on.</i> <i>Love touching base with area administrators - sharing concerns, experiences and collaborating on effective practices.</i> <i>It was good talking to mentor and getting his insight and advice.</i> <i>The members of my regional cohort have been an excellent resource during our meetings as well as via email/text outside our meetings.</i> <i>Great group of administrators and a wonderful mentor.</i> <i>Great time to share with others and get their ideas, as well as learn about things going on in other areas that might affect me/my school in the future.</i> <i>It has been a very beneficial program. I have found the regional cohort meetings to be quite helpful. It has been a nice source of support and we've been active and able to meet frequently and to collaborate with each other. One thing I would like for organizers to consider is the size of the cohorts. My cohort is small with 6 members, and I would like to have had a larger group of administrators to get to know and to network more. Our mentor has been a big help this year as well. He is a good facilitator of discussion and asks us thought-provoking questions that have helped me grow personally. Overall I have enjoyed the program and found it to be beneficial as an administrator.</i>
How would you rate the value of the onsite seminars?	4.58/5 (high impact)	<ul style="list-style-type: none"> <i>Great ideas on leadership.</i> <i>Great opportunity to reflect and network.</i> <i>Most was helpful.</i> <i>The INALI organizers put together an extremely beneficial group of presenters for our onsite seminars. The topics were relevant and informative.</i> <i>Could be more interactive and better model best instructional practices, but excellent topics and good presenters.</i> <i>Some of the topics were what most of us had just covered in our university programs.</i> <i>Speakers are generally engaging and have valuable information to share.</i> <i>I really enjoy the laid back atmosphere of our meetings. Even though they are low-key gatherings, I extremely enjoy listening to the speakers and other administrators in my region and throughout the state to see how they are addressing/implementing systems within their schools. Thanks for all you do!</i>

INALI COHORT 3 - PROGRAM EXIT SURVEY (Continued):

Survey Items	Results	Comments from Exit Surveys
How would you rate the value of your mentor?	4.83/5 (high impact)	<ul style="list-style-type: none"> As a first year principal, I truly appreciated all of the time and help that ____ gave to me. He was readily available when I called or emailed. ____ provided me with the much needed guidance that I needed based on his years of experience. He was monumental in helping me become a better first year principal than if I had gone it alone without his assistance. ____ had a wealth of knowledge and was always available to help when called upon. He has offered valuable insights when I've needed advice. ____ is awesome. Could not ask for a better person to lead our group. His love for people, education, and us is so visible. Provided leadership and mentoring opportunities. Approachable and understanding in accommodating multiple schedules. ____ is a great mentor. He is always available and eager to assist. He is good at getting me to think outside the situation and shares personal lessons from the trenches. He was personable, listened and gave advice when requested. His advice was solid. ____ has a positive attitude and helpful feedback that helps keep me grounded and balanced. ____ had many experiences to draw from that help in our discussions, and provide options for us to go back and try in our buildings with students, staff, and parents. I appreciated his availability, and willingness to meet and talk whenever needed. ____ is a very relatable man but he does not provide for us relevant, thought-provoking material. The most valuable part of our time together is sharing out what is going on in our buildings and sharing ideas, but this portion is kept to a minimum. As a principal of the same small school for 30 plus years, his experience is pretty limited. ____ did an awesome job sharing his wisdom. It's been great to collaborate and work with my mentor. I value her insight and her friendship. She offers a lot of great resources and is great at guiding discussions. She keeps our meetings positive and gives us all hope that we'll make it though.



The INALI Cohort 3 graduation was held on February 5, 2018.