

**2018-2019**

**Annual**

**Report**



# Indiana Principal Leadership Institute

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## LETTER FROM THE DIRECTOR:



June 28, 2019

Dear Partners in Education:

As Director of the Indiana Principal Leadership Institute (IPLI), it is an honor to present to you the 2018-2019 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.



This past April, 52 principals, 11 mentors, and 109 teacher-leaders from Cohort 5 completed year two of IPLI, where they studied their schools and created action plans for improvement. Forty-nine principals joined Cohort 6 in July 2018 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.

On July 9, 2019, 61 principals and 13 mentors will begin their IPLI experience as part of Cohort 7. With the addition of Cohort 7, over 400 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 over 300 new administrators receiving the knowledge, skills, and mentoring they need to be successful leaders.

The following report outlines the activities our principals, mentors, and teacher-leaders engaged in throughout the past year and the exit survey results from these events. These results and data collected from surveys and action research projects are showing improvements in leadership skills and student achievement.

In addition, IPLI has conducted several statistical analyses on elementary, middle, and high school assessment passing rates and graduation rates from the past four years for Cohorts 1, 2, and 3 to begin to identify differences between IPLI schools and non-IPLI schools. Preliminary data indicate that overall, IPLI schools show increased passing rates and higher graduation rates in comparison to the statewide average. In year seven of IPLI, we plan to study the long-term effects of IPLI on school leaders and their institutions.

In June 2018, IPLI developed a Leadership Team to assist me in the further development of IPLI. Composed of six experienced IPLI mentors, the team has been responsible for a number of improvements to the IPLI experience and the creation of IPLI Extended – a formal post-graduation program for IPLI participants. Cohort 1 of IPLI Extended will be launched at the July 2019 Summer Seminar.

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 that is being recognized around the world. IPLI is currently in discussions with the U.S. Department of Education to jointly host a National Summit on Principal Leadership in November, where we will have an opportunity to share the exceptional work of our Indiana principals and mentors. If you have any questions about this report, please do not hesitate to contact me.

Sincerely,

*Linda*

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;**
- **Two-year membership in the Indiana Association of School Principals;**
- **Two-year registration for the Indiana Association of School Principals Fall Professionals Conference;**
- **Two-year 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](http://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 25, 2019, IPLI will co-sponsor the keynote speaker for the IASP Conference, Daniel Pink, author of *Drive* and *When*.

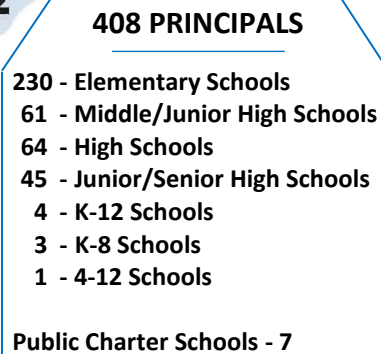
IPLI Direct Impact (Cumulative)	IPLI Indirect Impact
Total # of Principals Impacted <ul style="list-style-type: none"> <li>• Year 1: 56</li> <li>• Year 2: 108</li> <li>• Year 3: 174</li> <li>• Year 4: 239</li> <li>• Year 5: 298</li> <li>• Year 6: 347</li> <li>• Year 7: 408</li> </ul>	<ul style="list-style-type: none"> <li>• Access to IPLI resources: <a href="http://www.indianapli.org">www.indianapli.org</a></li> <li>• Partnering with Indiana Association of School Principals on Fall Conference</li> <li>• Presenting research at various conferences</li> </ul> <p>Impacting:</p> <p>~1,900 Indiana Principals ~70,000 Teachers ~1,000,000 Students</p>
Total # of Teachers Impacted <ul style="list-style-type: none"> <li>• Year 1: ~3,222</li> <li>• Year 2: ~5,701</li> <li>• Year 3: ~8,202</li> <li>• Year 4: ~10,753</li> <li>• Year 5: ~13,162</li> <li>• Year 6: ~15,527</li> <li>• Year 7: ~18,019</li> </ul>	
Total # of Students Impacted <ul style="list-style-type: none"> <li>• Year 1: ~49,396</li> <li>• Year 2: ~84,138</li> <li>• Year 3: ~122,221</li> <li>• Year 4: ~159,098</li> <li>• Year 5: ~193,574</li> <li>• Year 6: ~229,827</li> <li>• Year 7: ~265,591</li> </ul>	

## IPLI COHORTS:

Cohort 5	Cohort 6	Cohort 7
<ul style="list-style-type: none"> <li>➤ 59 Principals</li> <li>➤ 11 Mentors</li> </ul>	<ul style="list-style-type: none"> <li>➤ 49 Principals</li> <li>➤ 12 Mentors</li> </ul>	<ul style="list-style-type: none"> <li>➤ 61 Principals</li> <li>➤ 13 Mentors</li> </ul>
<ul style="list-style-type: none"> <li>➤ 37 - Elementary Schools</li> <li>➤ 10 - Middle / Junior High Schools</li> <li>➤ 9 - Junior / Senior High Schools</li> <li>➤ 3 - High Schools</li> </ul>	<ul style="list-style-type: none"> <li>➤ 27 - Elementary Schools</li> <li>➤ 1 - K-8 School</li> <li>➤ 6 - Middle / Junior High Schools</li> <li>➤ 5 - Junior / Senior High Schools</li> <li>➤ 10 - High Schools</li> </ul>	<ul style="list-style-type: none"> <li>➤ 44 - Elementary Schools</li> <li>➤ 7 - Middle / Junior High Schools</li> <li>➤ 4 - Junior / Senior High Schools</li> <li>➤ 6 - High Schools</li> </ul>
FREE & REDUCED	FREE & REDUCED	FREE & REDUCED
<ul style="list-style-type: none"> <li>➤ 0.0%-19%: 0 schools</li> <li>➤ 20%-29%: 6 schools</li> <li>➤ 30%-39%: 11 schools</li> <li>➤ 40%-49%: 13 schools</li> <li>➤ 50%-59%: 10 schools</li> <li>➤ 60%-69%: 8 schools</li> <li>➤ 70%-79%: 3 schools</li> <li>➤ 80%-89%: 5 schools</li> <li>➤ 90%-100%: 3 schools</li> </ul>	<ul style="list-style-type: none"> <li>➤ 0.0%-19%: 5 schools</li> <li>➤ 20%-29%: 3 schools</li> <li>➤ 30%-39%: 8 schools</li> <li>➤ 40%-49%: 12 schools</li> <li>➤ 50%-59%: 3 schools</li> <li>➤ 60%-69%: 9 schools</li> <li>➤ 70%-79%: 3 schools</li> <li>➤ 80%-89%: 3 schools</li> <li>➤ 90%-100%: 2 schools</li> <li>➤ NA: 1 school</li> </ul>	<ul style="list-style-type: none"> <li>➤ 0.0%-19%: 3 schools</li> <li>➤ 20%-29%: 4 schools</li> <li>➤ 30%-39%: 10 schools</li> <li>➤ 40%-49%: 10 schools</li> <li>➤ 50%-59%: 15 schools</li> <li>➤ 60%-69%: 16 schools</li> <li>➤ 70%-79%: 3 schools</li> <li>➤ 80%-89%: 0 schools</li> <li>➤ 90%-100%: 0 schools</li> </ul>
A-F ACCOUNTABILITY	A-F ACCOUNTABILITY	A-F ACCOUNTABILITY
<ul style="list-style-type: none"> <li>➤ A: 12 schools</li> <li>➤ B: 18 schools</li> <li>➤ C: 19 schools</li> <li>➤ D: 8 schools</li> <li>➤ F: 1 school</li> <li>➤ NA: 1 school</li> </ul>	<ul style="list-style-type: none"> <li>➤ A: 12 schools</li> <li>➤ B: 22 schools</li> <li>➤ C: 10 schools</li> <li>➤ D: 0 schools</li> <li>➤ F: 4 schools</li> <li>➤ NA: 1 school</li> </ul>	<ul style="list-style-type: none"> <li>➤ A: 13 schools</li> <li>➤ B: 31 schools</li> <li>➤ C: 12 schools</li> <li>➤ D: 5 schools</li> <li>➤ F: 0 schools</li> </ul>

\*For Cohorts 1—4 data, see previous IPLI Annual Reports at [www.indianapli.org](http://www.indianapli.org).

Cohort 1 Principals -- 56  
Cohort 2 Principals -- 52  
Cohort 3 Principals -- 66  
Cohort 4 Principals -- 65  
Cohort 5 Principals -- 59  
Cohort 6 Principals -- 49  
Cohort 7 Principals -- 61



## COHORT 5 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.
- Fifty-two team action research projects were completed and presented at the annual IPLI Showcase of Schools on April 16, 2019. Outstanding projects will be selected to present at the Indiana Association of School Principals Fall Professionals Conference on November 24-26, 2019.
- Twelve principals presented their first-year, individual, action research projects at the Indiana Association of School Principals Fall Professionals Conference on November 18-20, 2018.

### 2018 Action Research Showcase

Principals' Action Research Topics	Percentage
Management	31%
Instructional Leadership	28%
Communication	14%
School Culture	12%
Collaboration	7%
Self-improvement	5%
Engaging Parents/Community	3%

### 2019 Showcase of Schools

Teams' Action Research Topics	Number Presented
<b>Safe, Supportive, &amp; Collaborative Culture</b> <ul style="list-style-type: none"> <li>• Providing Student Support (Social/Emotional, PBIS, Living Wholehearted, Trauma-Informed Schools)</li> <li>• Pursuing Purposeful PLCs</li> <li>• Improving Relationships (Students &amp; Staff)</li> <li>• Improving Communication</li> <li>• Improving School Safety</li> </ul>	13
<b>Effective Teaching in Every Classroom</b> <ul style="list-style-type: none"> <li>• Creating an Instructional Model</li> <li>• Implementing Instructional Rounds</li> <li>• Improving Classroom Instruction</li> </ul>	39
<b>Guaranteed &amp; Viable Curriculum</b> <ul style="list-style-type: none"> <li>• Mapping Essential Standards</li> <li>• Development of Vocabulary Program</li> </ul>	3

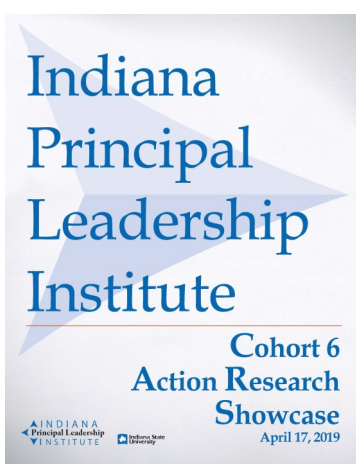


Cohort 5 graduated on April 16, 2019.



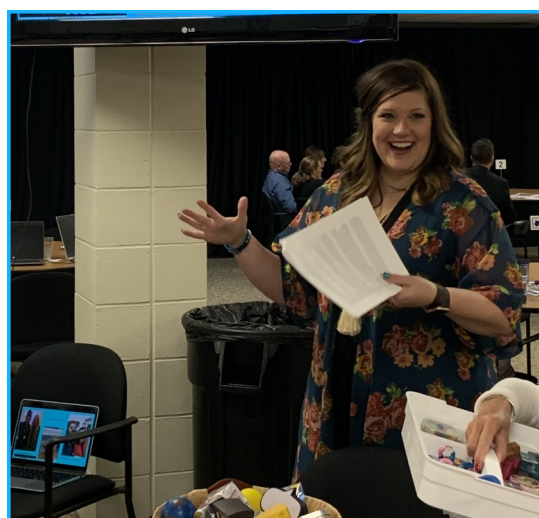
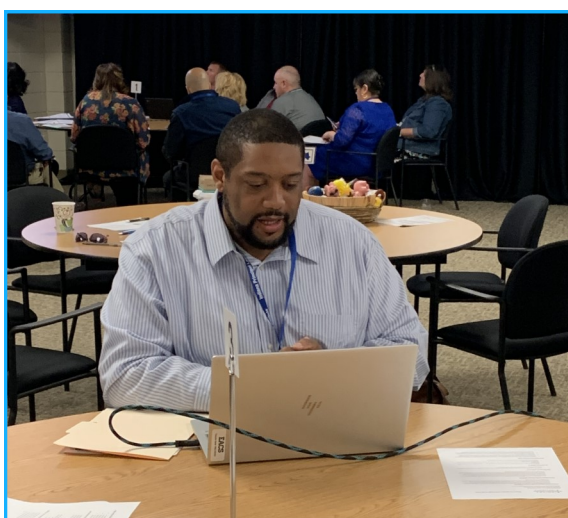
## COHORT 6 ACHIEVEMENTS:

- 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.
- Forty-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 17, 2019. Outstanding projects will be selected for presentation at the Indiana Association of School Principals Fall Professionals Conference November 24-26, 2019.



## 2019 Action Research Showcase

Topic	Number Presented
Instructional Leadership	14
Management	11
Self-Improvement	10
Building Leadership Capacity	5
Communication	4
Building Relationships	4



**Michael Chen, Woodlan Elementary (East Allen County Schools), and Sarah Gustin, Delphi Community Middle School (Delphi Community School Corporation), present during the Cohort 6 Action Research Showcase on April 17, 2019.**

**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 relationship was facilitated by IASP and the Indiana State University Educational Leadership Department.

The J.Everett Light Career Center, part of the MSD of Washington Township, is another IPLI partner, providing free printing for some of IPLI's materials. Shawn Wright-Browner is the director and serves as a mentor in Cohort 6 and a member of the IPLI Advisory Board.

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](http://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, 78 in Cohort 4, 40 in Cohort 5, and Cohort 6 will begin on July 15, 2019.

### INALI Impact (Cumulative)

#### Total # of New Administrators Impacted

Year 1: 45  
Year 2: 98  
Year 3: 168  
Year 4: 246  
Year 5: 306

#### Total # of Teachers Impacted

Year 1: ~2,027  
Year 2: ~4,661  
Year 3: ~8,236  
Year 4: ~11,964  
Year 5: ~14,920

#### Total # of Students Impacted

Year 1: ~30,413  
Year 2: ~68,217  
Year 3: ~123,769  
Year 4: ~183,988  
Year 5: ~227,903

**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. Dr. Paul Kaiser serves as Chairperson for the board. The board met August 8, 2018 and June 6, 2019.

Groups	2017-2021 Board Members
State Superintendent appointment	Kelly Wittman, Chief of Staff, 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 Andy Zay, 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 Senator Jon Ford, Indiana State Senator



**Members of the IPLI Advisory Board met June 6, 2019, for their bi-annual meeting.**



**PROJECTED BUDGET:**

DESCRIPTION	2019-2020	2020-2021
<b>Projected Expenditures:</b>		
<b>Personnel</b> <ul style="list-style-type: none"> <li>Salaries for Director, Program Coordinator, Student Workers</li> <li>Benefits for Director, Program Coordinator</li> </ul>	\$206,000	\$210,000
<b>Contracted Services</b> <ul style="list-style-type: none"> <li>Mentor stipends</li> <li>Speaker stipends</li> <li>Data collection and analysis</li> <li>Consultant stipends</li> </ul>	\$244,000	\$240,000
<b>Program Delivery Expenses</b> <ul style="list-style-type: none"> <li>Mentor travel reimbursement (seminars, site visits, regional meetings)</li> <li>IPLI personnel travel (seminars, regional meetings, conferences, association meetings)</li> <li>Speaker and consultant travel</li> <li>Postage</li> <li>Phone and fax lines</li> <li>Printing services</li> </ul>	\$75,000	\$75,000
<b>Other Services</b> <ul style="list-style-type: none"> <li>IASP memberships</li> <li>IASP conference registrations</li> <li>Food for seminars</li> <li>Seminar facility costs</li> </ul>	\$105,000	\$105,000
<b>Total Supplies</b>	\$20,000	\$20,000
<b>Expenditures Total</b>	<b>\$650,000</b>	<b>\$650,000</b>
<b>Projected Revenue:</b>		
<b>State Appropriation</b>	\$600,000	\$600,000
<b>District \$1,000/Principal (1 year only)</b>	\$50,000	\$50,000
<b>Revenue Total</b>	<b>\$650,000</b>	<b>\$650,000</b>

**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 50 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
<b>July: 2 days</b>	2-Day Summer Seminar: <ul style="list-style-type: none"> <li>• Understanding action research</li> <li>• Leadership development</li> <li>• Regional focus-cohort meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Linda Marrs-Morford/Steve Gruenert: Overview of IPLI</li> <li>• Leadership Keynote - TBD</li> <li>• Nancy Dana - Overview of action research &amp; mini AR projects</li> <li>• Two Leadership Keynotes - TBD</li> </ul>
<b>August</b>	Regional Focus-Cohort Meetings: <ul style="list-style-type: none"> <li>• Share progress of mini AR projects</li> <li>• Hot topics/issues</li> </ul>	
<b>September</b>	Seminar - Focus on Principal as Instructional Leader: <ul style="list-style-type: none"> <li>• Leadership development</li> <li>• Building-level hot topic sessions</li> <li>• Regional focus-cohort meetings - start developing leadership AR project</li> </ul>	<ul style="list-style-type: none"> <li>• Annette Breaux: <i>10-Minute Inservice</i></li> <li>• Leadership Keynote - TBD</li> </ul>
<b>October</b>	Regional Focus-Cohort Meetings: <ul style="list-style-type: none"> <li>• Continued development of leadership AR project</li> <li>• Hot topics/issues</li> </ul>	
<b>November</b>	Seminar - In conjunction with IASP Conference: <ul style="list-style-type: none"> <li>• Leadership development</li> <li>• Attendance at conference Sunday, Monday, and Tuesday</li> <li>• Regional focus-cohort meetings</li> </ul>	<ul style="list-style-type: none"> <li>• IASP Leadership Keynotes: Sunday, Monday, and Tuesday - TBD</li> <li>• Concurrent sessions: Monday and Tuesday</li> </ul>
<b>December</b>	No meetings	
<b>January</b>	Seminar - Focus on Principal as Instructional Leader: <ul style="list-style-type: none"> <li>• Leadership development</li> <li>• Progress update on individual leadership action research projects</li> <li>• Building-level hot topics</li> <li>• Regional focus-cohort meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Leadership Keynote - TBD</li> </ul>
<b>February</b>	Regional Focus-Cohort Meetings: <ul style="list-style-type: none"> <li>• Progress report on individual leadership AR project</li> <li>• Hot topics / issues</li> </ul>	
<b>March</b>	Regional Focus-Cohort Meetings: <ul style="list-style-type: none"> <li>• Progress report on individual leadership AR project</li> <li>• Hot topics / issues</li> </ul>	

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



Amy Linkel, Cohort 5 mentor, works with her regional cohort group to analyze their Level 3 HRS data during Phil Warrick's presentation *The Journey to Becoming a Professional Learning Community—Guaranteed & Viable Curriculum*.

## OVERVIEW OF IPLI TWO-YEAR PROGRAM (Continued):

## YEAR 2 — FOCUS ON THE SCHOOL

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

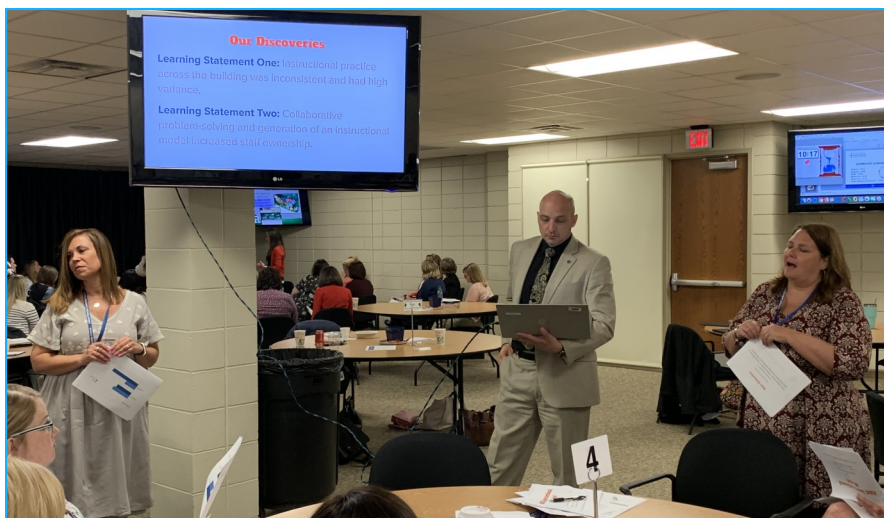
## OVERVIEW OF IPLI TWO-YEAR PROGRAM (Continued):

## YEAR 2 — FOCUS ON THE SCHOOL (Continued)

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

## 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.



**Amy Beverland Elementary  
Principal Jered Pennington  
and his teacher-leaders  
present *Instructional  
Framework* during the  
Cohort 5 Showcase of  
Schools on April 16, 2019.**



**OVERALL RESULTS:** Early data substantiates IPLI's dramatic impact on school administrators, both personally and professionally, and their schools. 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 IPLI is impacting student achievement in our participants' schools! Twenty of the 56 principals in Cohort 1 increased school-level grades after one year. Unfortunately, because of changes to Indiana's student achievement assessments each year, data from the last four years are not usable for comparison purposes.

Instead, IPLI has conducted several statistical analyses on elementary, middle, and high school assessment passing rates and graduation rates from the past four years for Cohorts 1, 2, and 3 to begin to identify differences between IPLI schools and non-IPLI schools. Preliminary data indicate the following:

- While statewide passing percentages decreased from 2016 to 2017 and 2017 to 2018 at the elementary and middle school levels, IPLI Cohort 1 demonstrated increases on four of the six measures. Cohorts 2 and 3 exceeded the statewide passing average on all measures.
- At the high school level, the combined IPLI cohorts were consistently above the statewide mean on testing pass rates. The combined IPLI cohorts have higher mean graduation rates in comparison to the statewide average.

In addition, IPLI administers exit surveys at the end of every seminar. Appendices A-D provide the following detailed data reports:

- IPLI Cohort 5 - 2018-2019 Seminar Exit Survey Results (Appendix A)
- IPLI Cohort 6 - 2018-2019 Seminar Exit Survey Results (Appendix B)
- IPLI Cohort 5 - Principals' End-of-Program Exit Survey Results (Appendix C)
- IPLI Cohort 5 - Superintendents' Survey Results (Appendix D)

**Eric Jensen presented *Teaching & Engaging with Poverty in Mind* to over 300 educators during the July 2018 Summer seminar.**



## OVERALL RESULTS (Continued):

The following table summarizes key results from IPLI Cohorts 1—5 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 1-5)			
Survey Item	Cohorts 1 - 4	Cohort 5	Combined Ratings
Value of Overall Experience	9.14 out of 10	9.57 out of 10	9.23 out of 10
Overall Seminar Rating	8.71 out of 10	9.10 out of 10	8.79 out of 10
Value of Monthly regional focus-cohort meetings	8.36 out of 10	9.38 out of 10	8.56 out of 10
Value of the action research projects	8.47 out of 10	9.01 out of 10	8.58 out of 10
Value of including two teachers in year two	8.91 out of 10	9.56 out of 10	9.01 out of 10
Value of using the High Reliability Schools Framework in year two	8.63 out of 10	9.56 out of 10	8.81 out of 10
Quality of the mentoring relationship	9.16 out of 10	9.51 out of 10	9.22 out of 10
Would recommend IPLI to other principals	100% Yes	100% Yes	100% Yes

IPLI SUPERINTENDENTS' RATINGS (Cohorts 1-5)			
Survey Item	Cohort 1 - 4	Cohort 5	Combined Ratings
Did the leadership capacity of your principal increase as a result of IPLI?	94.3% Yes	100% Yes	95.4% Yes
Impact of the IPLI seminars	8.45 out of 10	9.0 out of 10	8.56 out of 10
Impact of the mentoring provided	8.37 out of 10	8.5 out of 10	8.4 out of 10
Impact of the monthly regional focus-cohort meetings	8.24 out of 10	9.0 out of 10	8.39 out of 10
Value of including two teachers in year two	8.47 out of 10	9.6 out of 10	8.7 out of 10
Value of using the High Reliability Framework in year two	8.42 out of 10	9.8 out of 10	8.69 out of 10
Would encourage other superintendents to provide the opportunity for their principal to participate in IPLI	98% Yes	100% Yes	98% Yes



**IPLI EXTENDED:** The feedback IPLI receives from its principals, mentors, teacher-leaders, and superintendents is continuously utilized to make improvements to the two-year program. An example of this is the recent creation of IPLI Extended—an ongoing professional development program for IPLI graduates. Modeled after IPLI, IPLI Extended is a one-year program and includes three one-day seminars, six



regional focus-cohort meetings, access to resources to support the needs of principals and their schools, and 30 Professional Growth Plan (PGP) points. Each year, IPLI will select a theme building on the work completed as part of IPLI, and enrollment is open to all graduates. The cost is \$500 for the year. Principals may elect to bring additional school personnel to the three seminars at a cost of \$150 per participant. IPLI also offers a reduced rate for IASP membership and conference registration as part of the program. Cohort 1 will launch on July 10, 2019, during the Summer Seminar. This year's theme will focus on the work of Dr. John Hattie—*Ten Mindframes for Visible Learning*—the mindframes educators need to adopt in order to maximize student success.

**IPLI LEADERSHIP TEAM:** In June of 2018, IPLI created a Leadership Team to assist the director in the further development of IPLI. Six experienced mentors were selected to serve on this team. The results have been incredible. Meeting approximately every other month, the team has been instrumental in the development of IPLI Extended, changes to seminar agendas to further enhance the learning of our participants, and improvements to our new mentor training program to ensure both our mentors and principals understand the action research process utilized by IPLI. Along with the IPLI Director, Program Coordinator, and ISU department of Educational Leadership's liaison, Dr. Steve Gruenert, the following individuals are members of the IPLI Leadership Team:

- **Brian Disney**—Principal of Mooresville High School, member of Cohort 3, and mentor of Cohort 5;
- **Amy Linkel**—Principal of South Ripley Elementary School, member of Cohort 3, and mentor for Cohort 5 and Cohort 7;
- **Mike Pinto**—Principal of James Cole Elementary, mentor in Cohorts 2, 4, and 6;
- **David Robertson**—Chief Academic Officer of Warsaw Community Schools, member of Cohort 1, and mentor in Cohorts 3, 5, and 7;
- **Jane Rogers**—Superintendent of Milan Community School Corporation, mentor in Cohorts 2, 4, and 6; and
- **Rhonda Roos**—Educational Consultant, mentor in Cohorts 1 and 5.

As the team has evolved, it was decided to assign two Leadership Team Members to each cohort—Mike Pinto and Jane Rogers taking responsibility for Cohort 5, Amy Linkel and David Robertson for Cohort 7, and Rhonda Roos and Brian Disney with IPLI Extended. Each pair will assume leadership for the cohort and be an additional avenue for providing feedback from cohort mentors and principals to the team.

**MOVING FORWARD:** 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 seven 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.

The IPLI Director, Design Team, and Leadership Team continue to share the work of IPLI through conference presentations and publications. In addition, twenty-three IPLI principals presented their research at the 2018 Indiana Association of School Principals Fall Professionals Conference. Proposals to present Cohort 5 team research and Cohort 6 individual research at the 2019 IASP Fall Professionals Conference have been submitted.

IPLI continues to share the success of the program on a national level. IPLI is in discussions with the U.S. Department of Education to jointly host a National Principal Leadership Summit in November of 2019 and share the exceptional work of our principals and mentors.

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!



**Senator Jon Ford was awarded the 2018 IPLI Service Award at the July Seminar. Pictured (l-r): Bayh College of Education Dean, Janet Buckenmeyer; Senator Jon Ford; IPLI Director, Linda Marrs-Morford; and Government Relations Executive Director, Greg Goode.**

## 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 300 new administrators have received the knowledge, skills, and mentoring they need to be successful leaders. In July, INALI will begin its sixth cohort.

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

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



**At the INALI Cohort Seminars in February, regional cohorts met with their mentors to reflect on the information provided by keynote speakers.**

## 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 5 Seminar Exit Survey Results (Appendix F)

INALI SEMINAR RATINGS	
Cohort 4—Year 2	Cohort 5—Year 1
7/16/2018 = 7.67 out of 10	7/18/2018—9.27 out of 10
2/6/2019 = 8.57 out of 10	2/5/2019 = 9.23 out of 10
<b>8.10 out of 10</b>	<b>9.25 out of 10</b>

**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 includes 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 5*

### *2018-2019 Seminar Exit Survey Results*



## IPLI COHORT 5 - 2018-2019 SEMINAR EXIT SURVEY RESULTS:

Activity	Overall Seminar Rating	Comments from Exit Surveys
<b>Summer Seminar July 11-12, 2018</b>		<p><b><u>Overall:</u></b></p> <ul style="list-style-type: none"> <li>• Thank you for an amazing opportunity and experience. Thank you for knowing this is overwhelming and addressing it with us. I always leave overwhelmed (not bad), but with amazing and empowering knowledge and information to make my school an even better place for both staff and students! The follow up with mentors is truly a huge contributing factor in why things don't fall through the cracks or allow us to falter in the 2-year journey. Thank you!</li> <li>• These two days were jam-packed with national speakers who shared powerful practice that is at the forefront of current education trends. I was incredibly impressed with the quality of the presenters. The opportunity to work with my school group was guided and provided focus. I am thankful for the opportunity to participate.</li> <li>• As always, I am impressed with the speakers brought in to present to the group. I always find it informative and energizing.</li> <li>• I appreciate so very much the level of excellence when it comes to the speakers you bring in. The books given out to have in follow up for reference are much appreciated.</li> <li>• I left with some great information that I needed to roll out PLC's this year.</li> <li>• In the summer seminar, it may be better to just do two speakers. Brilliant speakers though. Very helpful!</li> <li>• It is always a great time of learning and growing as an educator. The information presented is relevant and helpful.</li> <li>• It was great to have my teachers with me and to meet the principals from Cohort 6. My teacher-leaders really enjoyed the professional networking.</li> <li>• Outstanding speakers, extremely well organized, great activities, food, snacks.</li> <li>• Speakers were great. On the second day, it would have been better to work with teacher teams right after lunch, by 2-3pm we were mentally spent.</li> <li>• The information was actionable and will make an impact immediately.</li> <li>• The seminar offered me a wealth of information especially on Thursday with Tammy Heflebower. She was terrific.</li> <li>• The seminar was excellent. It is always great to have well-known educators from across the country come and offer tips for teachers and principals. It would be nice to have a bit more time to talk with your team about "next steps."</li> <li>• The topics covered directly related to the needs we are currently navigating at our school.</li> <li>• This is my year two for IPLI, so it is my second IPLI summer seminar, and I can say it is one of the best seminars I have attended. Quality and practical PD!</li> <li>• Wonderful staff, facilities and speakers. Unbelievable support for principals.</li> <li>• Very informative- excellent speakers- great group of positive people- great way to pump up your energies for a new school year- helped me understand more about "why" my principal has the staff participate and collaborate on a regular basis in PLCs or answer surveys.</li> </ul>
<b>Principals</b>	9.17/10 (great impact)	
<b>Teachers</b>	8.72/10 (great impact)	

## IPLI COHORT 5 - 2018-2019 SEMINAR EXIT SURVEY RESULTS (Continued):

Activity	Comments from Exit Surveys
<b>Summer Seminar July 11-12, 2018 (Continued)</b>	<p><b><u>Overall (Continued):</u></b></p> <ul style="list-style-type: none"> <li>• <i>This seminar was very fast paced, informative, and engaging. It really left a lot to think about in how we proceed at our school in regards to what is best for our students.</i></li> <li>• <i>The speakers were absolutely amazing! I learned a lot of things I can use in my classroom to help develop empathy and social/emotional skills.</i></li> <li>• <i>Speakers were excellent and I learned so much. The warm-up and wrap-up speaker from IPLI leaders was a little excessive and over explained or retaught concepts previously discussed.</i></li> <li>• <i>It was a wealth of information, and I appreciated the repeated emphasis on not trying to accomplish everything, but to rather focus on doing one or two things really well.</i></li> <li>• <i>I thought it was a great way to collaborate as a teacher with my administrator. Found it very useful and the speakers were PHENOMENAL!</i></li> <li>• <i>I liked how the speakers were relatable to us. The gentleman that spoke Wednesday afternoon did get a little over my head at times! Overall the speakers were excellent and extremely thought provoking. I was honored to be there.</i></li> <li>• <i>I learned valuable information. All principals AND superintendents should be required to attend.</i></li> <li>• <i>I absolutely loved the seminar. I gained a lot of knowledge that is going to further my school leadership teams and my experience as a teacher in the Indiana Principal Leadership Institute.</i></li> <li>• <i>Excellent speakers, good bonding, needed more structured time to discuss action research.</i></li> <li>• <i>Dr. Heflebower was engaging and very informative. I am eager to dive in and try out some of her suggestions.</i></li> <li>• <i>As an elementary teacher, this was A LOT of information! I am happy to be a part of my principal's team of educators.</i></li> <li>• <i>7/11 in the afternoon was not as strong of practical content as the other sessions. Eric was a great presenter, and I enjoyed listening to him and getting his information; however, his thought processes with relation to practical implementation of school processes was very difficult to follow.</i></li> <li>• <i>My head is full of ideas, and I have to make myself slow down and recognize we need to take one step at a time.</i></li> </ul> <p><b><u>From Dr. Michele Borba: Cultivating Empathy in Our Schools:</u></b></p> <ul style="list-style-type: none"> <li>• <i>It was a great reminder that we have to be implicit with our instruction with empathy, and that it can be taught. Scary statistics!</i></li> <li>• <i>Excellent suggestions that are quick and easy to implement.</i></li> <li>• <i>Inspired me! We are doing a book study with her book <u>Unselfie</u>.</i></li> <li>• <i>My teacher leaders and I took a lot of information that we could use from this presentation. It was a powerful presentation!</i></li> </ul>



## IPLI COHORT 5 - 2018-2019 SEMINAR EXIT SURVEY RESULTS (Continued):

Activity	Comments from Exit Surveys
<b>Summer Seminar July 11-12, 2018 (Continued)</b>	<p><b><u>From Dr. Michele Borba: Cultivating Empathy in Our Schools (Continued):</u></b></p> <ul style="list-style-type: none"> <li>• Dr. Borba's message was right on point. This is something I want to fold into our PLC time this year. The relationship and empathy piece is something our school has been talking about for about a year now, and I think we can fold it into the Ross Greene training some of us received last school year. I think it will be a nice addition to what we do.</li> <li>• The teachers and I got many ideas about how we can promote empathy throughout our school.</li> <li>• Very relevant and quality information. Relevancy was great considering where our current students are at the moment.</li> <li>• Dr. Borba has great information, but it was a lot in a short amount of time.</li> <li>• Very relevant to the struggles we are currently dealing with in our school. Went hand in hand with our work on Trauma Informed Care.</li> <li>• My favorite! Her knowledge was stellar, outstanding job keeping everyone engaged.</li> </ul> <p><b><u>From Dr. Eric Jensen: Teaching with the Brain in Mind:</u></b></p> <ul style="list-style-type: none"> <li>• My teacher leaders and I took a lot of information that we can use with our staff from the presentation. We are also considering a book study with one of Dr. Jensen's books.</li> <li>• Connected really well with a lot of good information from Eric's presentation, as I am principal at a high poverty district. Again, very relevant and a lot of information to use.</li> <li>• Would have loved to have more time with Dr. Jensen to pick up on other ideas for implementation.</li> <li>• Wonderful. Wish administration could have stayed for Round 2.</li> <li>• We appreciated the additional information about blue box skills and how to teach them.</li> <li>• This guy needs a full day. Great!</li> <li>• Seeing the more medical side of how the brain works and dealing with stress - very informational.</li> <li>• Lots of information...teachers needed more time to process...they felt he tried to pack too much into the day. Very relevant!</li> <li>• Excellent ready to use ideas/strategies!</li> <li>• Eric Jensen was AMAZING!</li> <li>• Dr. Jensen's information was timely in providing mindset and strategy in light of the subgroup tracking required by ESSA. His research provides new approaches that oppose former beliefs about teaching students of poverty.</li> <li>• Dr. Jensen's session was so powerful and is continuing to impact my thinking and wondering.</li> <li>• Dr. Jensen's information was really good. He is a very engaging speaker. Thinking about how poverty affects the brain is something I have not thought a whole lot about in the past. Again, I think the information was very worthwhile.</li> </ul>

## IPLI COHORT 5 - 2018-2019 SEMINAR EXIT SURVEY RESULTS (Continued):

Activity	Comments from Exit Surveys
<b>Summer Seminar July 11-12, 2018 (Continued)</b>	<p><b><u>From Dr. Eric Jensen: Teaching with the Brain in Mind (Continued):</u></b></p> <ul style="list-style-type: none"> <li>• This was a great way to understand new brain research.</li> <li>• I liked the part about making rough drafts- DNA is not our destiny- he gave his personal testimony- Amazing where he is now in life</li> <li>• Great ideas that we could implement and keep kids engaged.</li> </ul> <p><b><u>From Dr. Tammy Heflebower: The Journey to Becoming a Professional Learning Community:</u></b></p> <ul style="list-style-type: none"> <li>• She is strong on content. Her time-level and pacing was great.</li> <li>• HRS gives me a framework for improvement that is "systematic," and I was able to get a glimpse of what it can do in a school.</li> <li>• Dr. Heflebower's content was heavy and deep, but she made the presentation interactive and meaningful. I learned so much, and the time went by so quickly. I wish I could spend a month learning from her.</li> <li>• Great practical information; I was able to learn and re-learn important concepts.</li> <li>• Dr. Heflebower's presentation was very good as well. It really makes one think about how to ramp up the effectiveness of our PLC time. This seems so important, especially given the latest Hattie research. Developing teacher efficacy is vital to our success.</li> <li>• Powerful and transformative!</li> <li>• Wow! Lots of information. Needed to have about three days with just her. Very organized and helpful using the book resource as a guide to refer to later.</li> <li>• The Level 1 information she gave us will greatly support what I am trying to accomplish in my first year as a principal at a new school.</li> <li>• Great information for me and my teachers. We are in our second year of implementing PLCs, so no question this presentation will impact my building!</li> <li>• Dr. Heflebower was the best. I appreciated the "step by step" aspect as well as the more quantifiable view of our school. That will make the job of shoring up our existing PLC structure much easier.</li> <li>• This is just what I needed to hear, when I needed to hear it.</li> <li>• Wow, a lot to think about and makes me want to jump right in and work on/improve levels 1-3.</li> <li>• Very powerful, liked the overview...but felt very overwhelmed...would have liked to spend more time on the level one and two. Easy to rush over those two areas and think they are more secure than they really are at this time.</li> <li>• I thought the title was interesting and was pleased that it focused more on the HRS models and not just creating PLCs as we have been doing PLCs for several years. I was very pleased with her presentation.</li> <li>• My team at school struggles with collaboration and PLCs. I learned a lot of strategies on how to help make these more effective.</li> <li>• Some parts of presentation seemed to be rushed or maybe lacked some detail. She was motivating.</li> </ul>

## IPLI COHORT 5 - 2018-2019 SEMINAR EXIT SURVEY RESULTS (Continued):

Activity	Comments from Exit Surveys
<p><b>Summer Seminar July 11-12, 2018 (Continued)</b></p>	<p><b><u>From Dr. Tammy Heflebower: The Journey to Becoming a Professional Learning Community (Continued):</u></b></p> <ul style="list-style-type: none"> <li>• Will be making sure that my PLC talks about what we should do when norms are not being honored as Tammy pointed out does and will happen.</li> <li>• She presents in a seamless manner- voice tone and body movement is relaxed and topic presented in a manner easy to relate- slide examples were great- helped me once again to understand 5 levels beginning with safety of course- currently my grade level is on standards-based assessing #4- continue to review 1-3.</li> <li>• She gave us the blueprint and now we need to build.</li> <li>• Dr. Heflebower was engaging and full of great information.</li> <li>• I now feel better about what we are doing.</li> <li>• A lot of information. I would have loved to have the books and some assigned reading before the conference, so I felt like we didn't rush through information so much.</li> <li>• So awesome to learn from an individual whom held top positions at every level of education.</li> <li>• Very long and not as helpful as the prior presentations.</li> <li>• Wow! That was a LOT of information, but it created a strong base for creating an effective action plan.</li> <li>• Excellent resources to begin looking at level one of the High Reliability Levels.</li> <li>• I really liked the practicality of her presentation and the hands on piece she had for us.</li> </ul> <p><b><u>Takeaways - One thing I will take away from this seminar and immediately use in my school:</u></b></p> <ul style="list-style-type: none"> <li>• Compass activity and 5 foundational levels of school improvement.</li> <li>• Distribute maps to students to indicate safe spots.</li> <li>• Dr. Heflebower's presentation content.</li> <li>• Empathy-How can we build capacity in our school? How do we help new teachers understand the true poverty our students are coming in with?</li> <li>• Having teachers create charts of what engagement would look like in the classroom. This will be a team project and will guide me to the next step of presenting an instructional model.</li> <li>• I am excited to begin working with my teachers for school improvement.</li> <li>• I am looking forward to getting the data from the HRS surveys and implementing an AR plan with my team. I already changed "duty schedule" to "Relationship Building Time."</li> <li>• I personally really enjoyed the brain research and information presented during the seminar. While we always know the brain is a fragile and amazing thing, it's exciting to learn more about the impacts on the brain.</li> <li>• I will be working through Level 1 HRS with some action steps formed by the team.</li> </ul>

## IPLI COHORT 5 - 2018-2019 SEMINAR EXIT SURVEY RESULTS (Continued):

Activity	Comments from Exit Surveys
<p><b>Summer Seminar July 11-12, 2018 (Continued)</b></p>	<p><b><u>Takeaways - One thing I will take away from this seminar and immediately use in my school (Continued):</u></b></p> <ul style="list-style-type: none"> <li>• I will incorporate what I learned about forming norms for PLCs and more importantly, establish what PLCs will do when norms aren't followed.</li> <li>• Identifying critical standards, ensuring we are instructing those prior to statewide testing and the monthly plan for PLCs (one meeting about each of the following: curriculum, instruction, assessments, and data).</li> <li>• Implementing daily rituals and being consistent with them in all settings.</li> <li>• Information about stress and sharing the levels of Marzano as a goal that we will be striving to meet.</li> <li>• One quote on kindness every day.</li> <li>• PLC creations and norms.</li> <li>• Privilege Walk - first faculty meeting.</li> <li>• So, so much. It's incredibly difficult to think about the ONE thing I will implement immediately. I can't wait to decide with my teacher team.</li> <li>• The presentation on empathy from Michelle will be great to share with staff, as well as Tammy's information for our PLC implementation.</li> <li>• The review of the PLC process and the review and modifications I plan to work on immediately.</li> <li>• Too many to count! The journal provided was an excellent idea.</li> <li>• Using the information to hold my PLCs accountable.</li> <li>• We are already on our way with our AR!</li> <li>• We will be using the norms information and completing that AR option.</li> <li>• We will be using the PLC strategies immediately. I will also be using some of Dr. Jensen's suggestions about conducting meetings. I will be reading Dr. Borba's book, and I have already begun using some of her language in communication with parents and staff.</li> <li>• Impact of chronic stress.</li> <li>• Using parent and student input [to identify] the culture of our school, not just teachers and office staff.</li> <li>• Instead of making excuses why a student or students don't meet a skill expectation, it's not because of socioeconomic status or other- I must look at as "What can I do/change so the child might become proficient in the skill." DNA is not a child's destiny!</li> <li>• School culture and setting norms.</li> <li>• I think addressing the needs in Indicator 1 will happen first thing as we begin the school year.</li> <li>• Quiet Time: Students take 5 minutes to breathe deeply, regulate themselves, and practice mindfulness.</li> <li>• Student focus groups.</li> <li>• After looking at our school survey, we know where we want to start!</li> <li>• The ideas on the brain.</li> </ul>

## IPLI COHORT 5 - 2018-2019 SEMINAR EXIT SURVEY RESULTS (Continued):

Activity	Comments from Exit Surveys
<b>Summer Seminar July 11-12, 2018 (Continued)</b>	<p><b><u>Takeaways - One thing I will take away from this seminar and immediately use in my school (Continued):</u></b></p> <ul style="list-style-type: none"> <li>• The relevant, classroom practice that was shared will be utilized and shared immediately at my school. The HRS survey data was powerful, and we now have plans in place for implementing strategies to address areas of growth and celebrate areas of success.</li> <li>• I think Dr. Jensen's "Be Great at 5 Things" is something that I will share with the newer teachers that I help mentor.</li> <li>• If I have to pick just one, it would be to set a welcoming climate for students and teachers on the first day and every day after.</li> <li>• So much!! Kindness quotes, norms, BRT, and much more!</li> <li>• I will make sure we revisit our PLC norms and make sure that a plan is in place for violators.</li> <li>• Focusing on specific important standards.</li> <li>• More positivity and life altering lessons.</li> <li>• Key takeaways from the speakers on day 1 that can be implemented immediately into the classroom and shared with coworkers.</li> <li>• Working on our school norms and developing a better school culture.</li> <li>• I want to immediately work on safety and making our school a comfortable and safe environment.</li> <li>• I will utilize strategies from the presentations in small portions to apply "best strategies" into the classroom.</li> <li>• There were several strategies given that made me rethink daily schedules, and we will reorganize certain Wednesdays in the year to meet with more of our teaching teams.</li> <li>• I will take away grade level department discussions about "prioritized" and "supporting" standards, proficient standards, and common assessment discussions. I will also take back the idea of S.O.L.E.R. for my specific classroom.</li> </ul>



**Michele Borba presented *Cultivating Empathy in Our Schools: What is empathy? Why does it matter? How do we help our students become good people?* during the keynote address at the July 2018 Summer Seminar.**

## IPLI COHORT 5 - 2018-2019 SEMINAR EXIT SURVEY RESULTS (Continued):

Activity	Overall Seminar Rating	Comments from Exit Surveys
<b>Seminar September 25, 2018</b>		<b><u>Overall:</u></b> <ul style="list-style-type: none"> <li>We got real, applicable strategies that we could use for our school.</li> <li>I have been to several educational seminars as a teacher leader. This, by far, has been the most valuable experience. The information provided, the time to work as a school leadership team, and the chance to meet/share with other teacher-leaders has led directly to changes I am making in my daily instructional practice.</li> </ul>
<b>Principals</b>	9.5/10 (great impact)	
<b>Teachers</b>	9.14/10 (great impact)	<ul style="list-style-type: none"> <li>Warrick was able to give such concrete examples for each domain that it was helpful in thinking through next steps as a building.</li> <li>Very informative with high-quality suggestions. Great time to talk with your team throughout the day as well, giving us a chance to process a little.</li> <li>Phil was great at helping us understand the components of HRS Level 2. I have great information to apply to my building. I loved his style of presenting, giving you time to review, then giving you time to plan.</li> <li>Phil Warrick is top notch! Practical and resourceful info for schools. I feel many of the things he was promoting today were attainable, down to earth, and realistic for schools to implement.</li> <li>Love the way he brought each piece of the system and gave practical/applicable information.</li> <li>Love Phil Warrick's presentation and assistance with data.</li> <li>IPLI keeps getting better. The Marzano High Reliability Schools and Dr. Warrick are just in time instruction for me.</li> <li>I really enjoyed Dr. Warrick and his pointed ideas and direction. His focus on curriculum and teacher observations helped me refocus on my current process.</li> <li>Excellent seminar with a lot of applicable material to take back and use for school improvement.</li> <li>Excellent presenter, definitely overload of information. Wonder if in the afternoon a different presentation with different topic would have been more effective for engagement.</li> <li>We received a lot of info today, and I felt it was truly geared more for the administrator. I wondered sometimes why teachers were there.</li> <li>The speakers, activities, and opportunity to reflect/share with my school team relates to exactly what my school needs to make another step in the process of growth!</li> <li>The session over HSR level 2 was very helpful. It contained a lot of practical advice and plenty of good examples of how schools are currently implementing the suggestions.</li> <li>The seminar was very informative and engaging.</li> <li>The seminar was great and we walked away with a lot of information. However, it was a bit of an overload of information. It would have been helpful to have more breaks to think things over.</li> <li>Speakers were both engaging and entertaining. I was able to take away some things that I can share and put into place immediately.</li> <li>Phil Warwick and Annette Breaux were both amazing! I learned so much to take back to school to share and implement.</li> </ul>



## IPLI COHORT 5 - 2018-2019 SEMINAR EXIT SURVEY RESULTS (Continued):

Activity	Comments from Exit Surveys
<b>Seminar</b> <b>September 25, 2018</b> <b>(Continued)</b>	<p><b><u>Overall (Continued):</u></b></p> <ul style="list-style-type: none"> <li><i>I would like more time to talk about my principal's initiative and her vision for our building. Although our speakers were great, we didn't have enough time to talk/plan.</i></li> <li><i>It was very organized and the speakers were well versed in the subject/ information provided. It was a great opportunity to be a part of, and I am so blessed to have a principal that participates and invited me.</i></li> <li><i>I thought the seminar and the speakers were well organized. The information presented was relevant and well presented.</i></li> <li><i>I thought the first speaker was very informative for our next steps in this program. I felt the second speaker was hilarious and reminded me why I love my job!</i></li> <li><i>I thought the first speaker was fantastic and gave good work time. We left with a plan and our time was well spent!</i></li> </ul> <p><b><u>From Phil Warrick: The Journey to Becoming a Professional Learning Community - Effective Teaching in Every Classroom:</u></b></p> <ul style="list-style-type: none"> <li><i>Dr. Warrick was great! I found his help in making real sense of the HRS survey data was very meaningful and helpful. He is a dynamic speaker.</i></li> <li><i>Extremely beneficial information that will be used to further school improvement in my building.</i></li> <li><i>I love how he spoke and then allowed discussion time with our team's teachers. The process of this presentation was excellent. I did not leave feeling overwhelmed because he allowed time to talk and process our data and school goals, etc.</i></li> <li><i>Great format to review data and discuss strategies for improvement.</i></li> <li><i>I like how he thoroughly and methodically explained HRS Level 2 and gave us time to digest and analyze our survey data.</i></li> <li><i>Amazing. I can improve my school with more confidence based on his presentation. What a great asset. I could be in a conference with him all day. The time did not drag on. It was great!</i></li> <li><i>Phil gave real-life, usable, tangible tips/ideas. He also gave time for us to reflect/ plan with teacher leaders.</i></li> <li><i>I was able to take notes and immediately see items that would go into practice today.</i></li> <li><i>Phil Warrick is top notch! Practical and resourceful info for schools. I feel many of the things he was promoting today were attainable, down to earth, and realistic for schools to implement.</i></li> <li><i>We appreciated how we were given a specific framework to identify our next step (s).</i></li> <li><i>He was very engaging and allowed time to talk with other teachers to brainstorm ideas. That is very helpful when everything is fresh in our minds.</i></li> <li><i>Great to hear research based content and how it is applied. Good reminder that we can't do it all!</i></li> </ul>



## IPLI COHORT 5 - 2018-2019 SEMINAR EXIT SURVEY RESULTS (Continued):

Activity	Comments from Exit Surveys
<b>Seminar</b> <b>September 25, 2018</b> <b>(Continued)</b>	<p><b><u>From Phil Warrick: The Journey to Becoming a Professional Learning Community - Effective Teaching in Every Classroom (Continued):</u></b></p> <ul style="list-style-type: none"> <li>• <i>Phil has accomplished much not only as an administrator but teacher to many. It is great to see that my school is working diligently to accomplish what Warrick and research suggests to be successful as a school. He shared what works and wants others to know what change it can make if followed.</i></li> <li>• <i>I GREATLY appreciate that he built time into his presentation for reflection and collaboration. We needed that time, indicator by indicator, to set up our action plan. I felt that many ideas I had in July were forgotten or never fully developed because there was no time to discuss them until (briefly) at the end of the day. This was a GREAT change of pace!</i></li> <li>• <i>His information and timing/pacing were excellent. While we could have used more discussion time (which is always true), he gave us good opportunity to create lists and make notes for future use on applying his information directly to our school process.</i></li> <li>• <i>I really appreciate that he kept us on task. I loved the norms he established at the beginning. He was very frank and straightforward. This was so very helpful.</i></li> <li>• <i>Phil did a great job! I loved how he gave us time to discuss our surveys. I felt like he did a great job explaining the indicators and giving examples without going on too long. Pacing was on point.</i></li> <li>• <i>I really liked how he included real-life examples from different classrooms/schools.</i></li> <li>• <i>Wonderful presentation! Gave practical and doable advice/procedures on PLCs. Thank you!</i></li> <li>• <i>Dr. Warrick's presentation presented applicable strategies and techniques to implement into our AR project to ensure our building is learning and growing.</i></li> <li>• <i>He was the type of speaker that was easy to listen to and commanded attention. I like the dynamic quotes he would drop here and there. I think he had the experience and data to support all of the good things he was telling us.</i></li> </ul> <p><b><u>From Annette Breaux (teachers only): How to Impact Student Achievement and Behavior:</u></b></p> <ul style="list-style-type: none"> <li>• <i>Annette Breaux's presentation provided a lot of strategies and techniques that we can immediately implement in the classroom.</i></li> <li>• <i>Amazing. Best speaker I've ever got to listen to!</i></li> <li>• <i>Annette was a fantastic speaker. I'll definitely try to implement some strategies right away!</i></li> <li>• <i>Annette's presentation was very engaging, reflective, and thought-provoking. I LOVED it!</i></li> <li>• <i>Greatly needed humor and truth telling at the end of the day!</i></li> <li>• <i>Her discussion was very engaging and uplifting, even though it was towards the end of the day. She truly modeled what she was teaching.</i></li> </ul>

## IPLI COHORT 5 - 2018-2019 SEMINAR EXIT SURVEY RESULTS (Continued):

Activity	Comments from Exit Surveys
<b>Seminar</b> <b>September 25, 2018</b> <b>(Continued)</b>	<p><b><u>From Annette Breaux (teachers only): How to Impact Student Achievement and Behavior (Continued):</u></b></p> <ul style="list-style-type: none"> <li>• <i>Laughed the entire presentation but came home with some ideas to try in my own classroom.</i></li> <li>• <i>I enjoyed her presentation style, but I did not take away much from her presentation for use in a high school setting. Most of the teachers that were present were likely already very positive around students and have good classroom management.</i></li> <li>• <i>Learned so much about classroom management.</i></li> <li>• <i>Loved her style and ability to capture a room! She reminded us of some great classroom and behavior management ideas. Her humor and ability to relate to "real teacher life" was fantastic. Humor in the classroom is needed on a daily basis, and she reminded me of that.</i></li> <li>• <i>Ms. Breaux's presentation was a perfectly timed, "Thanks, I needed that." She's an excellent speaker. I would imagine many teachers at this conference, if chosen for leadership, are experienced. I'd say Ms. Breaux is best suited to talk to less experienced teachers. Still, my goodness she's good. She breathed energy into this tired ol' teacher.</i></li> <li>• <i>She is hilarious and just what we needed at the end of the day. It left us refreshed as we walked out the door.</i></li> <li>• <i>She kept my undivided attention! Great suggestions to help alleviate everyday "kinks" in our day.</i></li> <li>• <i>She was AWESOME!! We are still talking about some of the things she said, and I came right back to school the next day and implemented some of the things she taught us.</i></li> <li>• <i>She was very entertaining and provided many practical suggestions on how to be an effective teacher, cut down on discipline, as well as ways to keep your students engaged.</i></li> <li>• <i>She was very funny, which helped her keep teachers' attention this late in the afternoon, but I don't know what valuable information I learned from her to be honest.</i></li> <li>• <i>This was an upbeat exciting presentation. It went quickly because I was engaged at all times. She really knows how to captivate her audience.</i></li> <li>• <i>What a great way to close out the day!!!! I was listening with my Whole Body even though it was the latter part of the day - she presented the "practical" side of teaching and reminded everyone that it is nothing fancy - positive words, smile on your face, move around the room, be a good "actor" - she was fantastic! Thanks Annette!</i></li> <li>• <i>What an exceptional person that represents the education community.</i></li> </ul>

## IPLI COHORT 5 - 2018-2019 SEMINAR EXIT SURVEY RESULTS (Continued):

Activity	Comments from Exit Surveys
<b>Seminar</b> <b>September 25, 2018</b> <b>(Continued)</b>	<p><b><u>Takeaways - One thing I will take away from this seminar and immediately use in my school:</u></b></p> <ul style="list-style-type: none"> <li>• <i>I will be addressing objective 2.1 with my entire leadership team. We must start there before we move anywhere else according to Mr. Warrick.</i></li> <li>• <i>Developing an instructional model.</i></li> <li>• <i>I am continuing to implement PLCs in my district.</i></li> <li>• <i>I am working on a session for PD this week to begin calibrating instructional practices at our school. I have also planned my walkthrough/observation schedule according to some of the techniques that I heard about on Wednesday.</i></li> <li>• <i>I enjoyed the idea of creating a scheduler for helping get into the classroom to conduct more observations and walkthroughs.</i></li> <li>• <i>Setting specific teacher goals based on instructional expectations that were covered by Dr. Warrick.</i></li> <li>• <i>The HRS survey summaries and placing them into action.</i></li> <li>• <i>Using the data analysis process our team was able to come up with actions to put in places based on our data.</i></li> <li>• <i>We are going to use the instructional model right away and what kinds of things we should see and hear in every classroom.</i></li> <li>• <i>We had started work on our instructional model, but the presentation by Dr. Warrick will certainly provide clarification and further assistance in accomplishing this and taking it to the next level in my building.</i></li> <li>• <i>We will create an instructional model and a behavior model.</i></li> <li>• <i>We will create and implement an Instructional Model by January 2019. We will add Teacher Growth Plans and Multiple informal data points for the 2019-2020 school year. We are at a great place to start Instructional Rounds this Spring.</i></li> <li>• <i>We will implement teachers utilizing public goals. This will be a small and quick piece that can be implemented that will start the process rolling toward high quality evaluation and coaching.</i></li> <li>• <i>"Not one student needs one more negative person in their life!"</i></li> <li>• <i>Greeting students and partnering up with teachers to make it fun!</i></li> <li>• <i>A lot of things Annette talked about with student behavior. The things Dr. Phil talked about may take a while to get implemented.</i></li> <li>• <i>Annette explained how important greeting your students affected students' behavior. I would like to try her idea of really exaggerating my energy and excitement in the morning to help students to have positive attitudes.</i></li> <li>• <i>Coming up with a new solid foundation and mission statement.</i></li> <li>• <i>Creation of new school wide model of instruction with staff input.</i></li> <li>• <i>Greet students daily; don't let them see your "buttons." We immediately came back and two days later started an instructional model.</i></li> <li>• <i>How to build stronger relationships with students and knowing that ideas that I've been contemplating for school improvement are similar to that of Dr. Warrick.</i></li> <li>• <i>I will share Annette Breaux's suggestions on how to enhance student achievement and behavior.</i></li> </ul>

## IPLI COHORT 5 - 2018-2019 SEMINAR EXIT SURVEY RESULTS (Continued):

Activity	Comments from Exit Surveys
<b>Seminar</b> <b>September 25, 2018</b> <b>(Continued)</b>	<p><b><u>Takeaways - One thing I will take away from this seminar and immediately use in my school (Continued):</u></b></p> <ul style="list-style-type: none"> <li>• <i>I will continue to be "joyful" and "energetic" in the classroom! I will continue to move about the room and most of all use some the tactics Annette suggested - "love the pencil sharpener suggestion" - tell the students you work so hard in my room that "I can help you. I will be glad to sharpen your pencils!!!" Keeps from having a parade at the sharpener!</i></li> <li>• <i>I will take away strategies to implement into our AR project and how we strengthen our PLCs.</i></li> <li>• <i>I would like my team to make a plan for teachers to start videoing their lessons. Then, put those lessons in a library for others to use to help plan their instruction.</i></li> <li>• <i>Making a more conscious effort to get to know my coworkers with a special emphasis on the newer teachers in the building.</i></li> <li>• <i>My principal and I agreed that we need to revisit the instructional snapshot.</i></li> <li>• <i>Setting a yearlong goal for myself and encouraging others to do the same. I also want to track my progress toward that goal.</i></li> <li>• <i>Setting clear expectations and reinforcing other staff members to be more positive.</i></li> <li>• <i>Some ideas for helping struggling teachers in our building.</i></li> <li>• <i>Stay positive and always appear positive. Provide opportunities for others to grow and foster the growth environment within our school.</i></li> <li>• <i>The approaches you take with the students make all the difference.</i></li> <li>• <i>The idea of developing a corporation-wide instructional model.</i></li> <li>• <i>The last speaker for teachers... to smile and not initiate student's arguments... to put it back on me and smile and say "I'm sorry I didn't teach you well to raise your hand, let me show you."</i></li> <li>• <i>We are going to start working on a sheet for teachers to write down their own personal goal for the school year.</i></li> <li>• <i>We are planning to implement a teacher-created instructional model snapshot so that we are all on the same page about what is important to us as a school community.</i></li> <li>• <i>We are ready to jump into our instructional plan and go from there.</i></li> <li>• <i>We are using the information on creating/revising our written instructional model.</i></li> <li>• <i>We had already implemented teachers standing at their classroom doors to greet children, but the information shared validated the importance. We also are going to use a first response schedule.</i></li> <li>• <i>We have already created an instructional model and self-audit to begin integrating the personal professional growth goals that disappeared when we went to the RISE model.</i></li> <li>• <i>We have already worked with our staff on what we should see every day, most days, and not at all in the classroom.</i></li> <li>• <i>We will be creating a 2.1 instructional model with the teachers.</i></li> <li>• <i>Working with our principal to help cast the vision for our school's instructional model.</i></li> </ul>



## IPLI COHORT 5 - 2018-2019 SEMINAR EXIT SURVEY RESULTS (Continued):

Activity	Comments from Exit Surveys
<b>Seminar November 19, 2018 (in conjunction with IASP Fall Conference)</b>	<i>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.</i>



**Cohort 5 principals presented their AR Mini Try It projects to other IPLI principals and teacher-leaders during the September 25, 2019, seminar at Lawrence Township Education and Community Center in Indianapolis.**



## IPLI COHORT 5 - 2018-2019 SEMINAR EXIT SURVEY RESULTS (Continued):

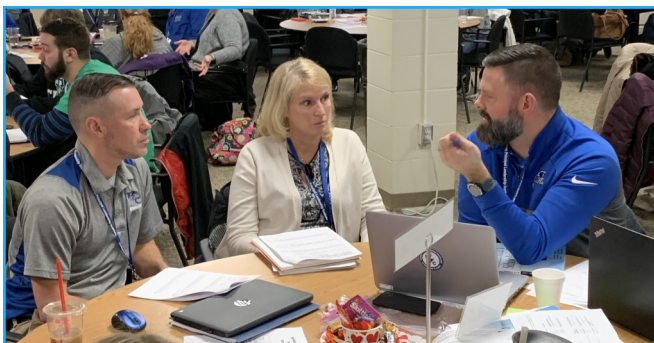
Activity	Overall Seminar	Comments from Exit Surveys
Seminar January 29, 2019		<b><u>Overall:</u></b> <ul style="list-style-type: none"> <li>Phil Warrick's simple yet ingenious outline on prioritizing standards, vocab, and pacing was outstanding. Also, I feel well informed with a solid framework of the AR Project.</li> <li>The High Reliability Schools section of the seminar was very helpful.</li> <li>The HRS framework is very beneficial, and Phil did an excellent job providing applicable information, strategies, resources, etc.</li> <li>I really enjoyed Phil's comments regarding priority standards and [being] consistent and prioritizing vocabulary.</li> <li>Long morning session. Great information, but a long time to sit and get.</li> <li>HRS system is very helpful to the needs of my school at this time.</li> <li>The topic on vocabulary went a bit long.</li> <li>I appreciate IPLI bringing Marzano to our trainings. This is something I have wanted to attend, but resources have not been available in my district to do so.</li> <li>As a teacher, I appreciate being included to help me understand the bigger picture of the school-wide plan/goal.</li> <li>Thank you! IPLI makes a difference!</li> <li>I loved Dr. Warrick's presentation. Lots of valuable information to take back to our school.</li> <li>Great info on the importance of vocabulary and its implementation in curriculum.</li> <li>I am so blessed to be a part of the seminar. It is helping me grow professionally with my colleagues.</li> <li>I thought the speaker was great. It was exactly what our school is working on next (curriculum)! Perfect timing for us!</li> <li>I am so excited to start implementing some of the tools that Phil gave us regarding curriculum. We have a LOT of work to do, but we have a clear path and a starting point. I am SURE that it will make a big difference.</li> <li>The webinar could've been watched at another time.</li> <li>Great ideas on how to prioritize standards and concise meaningful vocabulary in a feasible manner.</li> <li>I believe this approach will help to align our entire school to be more consistent across grade levels.</li> <li>Thanks for making the experience very enjoyable. So good to have us continuously revisiting areas to make even better!</li> <li>I feel any administrator not taking advantage of IPLI is really missing an opportunity to step up to the plate and give your school a chance to be great!</li> <li>I feel many of the things discussed were strategies we are already implementing in our state/district/building.</li> <li>Lots of great information that we can take back and apply to what we have started.</li> <li>Well done. Appreciate the speaker and the level of organization. My school, luckily, appears to be ahead of the game.</li> <li>Loved hearing Phil Warrick again. I wish we could have him come to our school/district and speak. He is so inspirational and motivational.</li> </ul>
Principals	8.83/10 (great impact)	
Teachers	8.97/10 (great impact)	

## IPLI COHORT 5 - 2018-2019 SEMINAR EXIT SURVEY RESULTS (Continued):

Activity	Overall Seminar	Comments from Exit Surveys
Seminar January 29, 2019 (Continued)		<p><b><u>Overall (Continued):</u></b></p> <ul style="list-style-type: none"> <li>The information from Phil Warrick regarding HRS Level 3 was great. It was information that I had heard before, and our district is already taking many of the steps he recommended, but it was beneficial to hear it all again and from the expert. The AR work at the end of the day was a little difficult after sitting all day-- my thought would be to consider planning that work for earlier in the day? The webinar was difficult to pay attention to and may be more beneficial as a "homework" assignment before the seminar? It was a great day overall! Thank you!</li> <li>Can you design and implement a similar program for teachers?</li> </ul> <p><b><u>From Dr. Phil Warrick: The Journey to Becoming a Professional Learning Community - A Guaranteed &amp; Viable Curriculum:</u></b></p> <ul style="list-style-type: none"> <li>Phil has been amazing. I've been to a lot of PD sessions and one thing Phil does that you just don't see much of, is that he SHOWS you that it has worked.</li> <li>Dr. Warrick is very knowledgeable and has many experiences that pertain to our journey as becoming more effective principals.</li> <li>Lots of great information and resources. Excellent insight into direction effective schools should be going.</li> <li>Pacing was good and he really provided some excellent examples on implementation.</li> <li>Our corporation has been working with the HRS model, so it was nice to get more ideas that are directly tied to what we are doing.</li> <li>Information was delivered in a very thought provoking way.</li> <li>Thank you for bringing in the experts to provide the best possible professional development. IPLI has been such a powerful PD for my best practices and growth.</li> <li>Can't wait to implement this at my school.</li> <li>The information provided helps me focus better on what I need to spend the majority of my time improving.</li> <li>Dr. Phil's presentation allows me to implement strategies immediately in my classroom.</li> <li>We are taking back a lot of the ideas that he talked about and working towards meeting our school goal using the essential standards.</li> <li>He is an excellent resource and dynamic speaker. I love the examples and tools to help us have a clear picture and starting spot.</li> <li>Wealth of information that can be implemented.</li> <li>I wish everyone in my building could see his presentation.</li> <li>Great at really explaining everything thoroughly.</li> <li>Down to earth and knowledgeable. He has done it himself.</li> <li>Easy to follow and apply information immediately in our school.</li> <li>The presentation was very down to earth and usable material.</li> <li>He brought back the idea to really have vocabulary strategies for teaching in place as it effects many subject areas.</li> <li>The presentation was filled will purposeful resources.</li> </ul>

## IPLI COHORT 5 - 2018-2019 SEMINAR EXIT SURVEY RESULTS (Continued):

Activity	Overall Seminar	Comments from Exit Surveys
Seminar January 29, 2019 (Continued)		<p><b><u>Takeaways - One thing I will take away from this seminar and immediately use in my school:</u></b></p> <ul style="list-style-type: none"> <li>• Need to prioritize our standards at each grade level and have a common vision among staff.</li> <li>• Adding the vocabulary program piece to the viable curriculum.</li> <li>• My two teacher-leaders and I plan to post Larry Bell's Twelve Powerful Words throughout our halls.</li> <li>• We will go back and review our Power Standards and then start in on building a comprehensive vocabulary program.</li> <li>• Having Teacher Prioritize Standards.</li> <li>• I will encourage my teachers to cover the essential vocabulary. We are focusing on 13 essential standards in reading and math. We will be reviewing our essential standards and the depth in which we are covering the standards.</li> <li>• The strategies given to help identify priority standards will be in my next staff meeting along with identifying key vocabulary terms.</li> <li>• We will use a PLC to discuss the importance of identifying and teaching essential vocabulary.</li> <li>• Going through our standards to establish our school's priority standards to build pacing guides and guaranteed vocab. Build verb clusters for cognitive verbs.</li> <li>• Task words and implementation of specific vocabulary.</li> <li>• As a school, we have already identified essential standards. Our next step is to minimize the number of essential standards so that it is a realistic goal for our school. We will also be implementing the focus on essential vocabulary. We plan on using PLC time next week to discuss this.</li> <li>• We are already planning PD time to present the information from Phil and start determining priority standards for ELA and Math.</li> <li>• I love the implementation of content-based and cognitive vocabulary. This will be a change for the upcoming (if not remainder) of the school year.</li> <li>• Focus on vocabulary - what words can the whole school focus on, and what words should each department focus on.</li> <li>• Review of our vocabulary work when identifying ELs and creating Proficiency Scales will be taken back to my school and discussed. Though this may be more of a district level initiative, the focus on those cognitive terms is one worth discussing at the building level.</li> </ul>



**Cohort 5 Principal Matt Vandermark of Franklin Township Middle School East in Indianapolis works with his two teacher-leaders at the January 2019 seminar.**

## IPLI COHORT 5 - 2018-2019 SEMINAR EXIT SURVEY RESULTS (Continued):

Activity	Overall Seminar	Comments from Exit Surveys
Seminar April 16, 2019		<b><u>Overall:</u></b>
Principals	9.13/10 (great impact)	<ul style="list-style-type: none"> <li>IPLI was an excellent experience. The entire program pushed me and helped me evolve my administrative outlook. This, along with all of the great friends I made through process, makes this one of the greatest professional experiences of my 16-year career.</li> <li>The two-year IPLI program has been wonderful in multiple ways: it has pushed/challenged me professionally, it has allowed me to collaborate/network with fellow administrators, and it has given me the opportunity to listen /learn from outstanding guest speakers from the field of education.</li> <li>What a great day of learning.</li> <li>This has been a wonderful experience!</li> <li>This day gave us an opportunity to showcase what our school had worked on while also hearing great ideas from schools and teacher leaders statewide.</li> <li>Really like the presentations of AR projects.</li> <li>It was great to see all of the other Principals present their projects and learn about the great things going on around Indiana.</li> <li>It was a great day and really appreciated the thoughtfulness in how the graduation occurred. IPLI rocks!</li> <li>The graduation ceremony was well organized and a wonderful way to celebrate the work we have done the past two years. The plaques were amazing. Thank you.</li> <li>I was a great way to finish up the program.</li> <li>I have always enjoyed the professional development offered at the past seminars. I know that part of the last seminar needed to be dedicated to the graduation, but this day could have been wrapped up in a half day. This was a long day for our teachers to be out of the building and they mostly just sat the entire time. The reflection time after lunch felt like a filler and that was an hour lost. They meant well, but we know that is not how people truly reflect on their personal and professional growth. The PPT was not nearly at the professional level that we have seen through IPLI.</li> <li>I appreciate learning from peers!</li> <li>Great ideas shared that we can put to use in our school.</li> <li>Good information to pass on as we complete the program.</li> <li>Excellent presentations! It would be great to get another speaker like Dr. Phil Warrick for an hour or so.</li> <li>Was kind of drug out and could probably have been successfully completed in a half-day session or with a stronger keynote.</li> <li>Very well thought out. I enjoyed hearing other schools plan for SEL.</li> <li>Very nice graduation ceremony.</li> <li>Today's seminar provided a great opportunity to demonstrate my presentation skills to a community of educators. I also learned from others as I had the opportunity to listen to others present their action research projects.</li> <li>This whole experience has been chock full of meaningful and authentic PD. I always leave full of ideas to take back to my classroom.</li> </ul>
Teachers	8.6/10 (great impact)	

## IPLI COHORT 5 - 2018-2019 SEMINAR EXIT SURVEY RESULTS (Continued):

Activity	Comments from Exit Surveys
<b>Seminar</b> <b>April 16, 2019</b> <b>(Continued)</b>	<p><b><u>Overview (Continued):</u></b></p> <ul style="list-style-type: none"> <li><i>This was a great experience that will continue to impact our school.</i></li> <li><i>This program was a lot of hard work, but I loved seeing my principal shine!</i></li> <li><i>The project is great, I learned a lot from it. I think having mentors was another great asset. I really enjoyed working with our mentor over the year. One thing I would like to change would be the amount of the school day we miss as a result. If a lot of the teachers going are the best we have in the state, they'd be better in the classroom. I would cut down to a half day on the last day and do more meetings locally if possible. It is quite a drive for some schools. The summer sessions were some of the best days. The last recommendation is to have Linda talk less. I don't mean that as anything against who she is or her personal character. Upon reflecting, there is a significant difference at times when she speaks (in a negative way). People get on their phones and laptops and disregard the information she presents. I would encourage her as someone who is always learning, to get straight to the point and give us the meat and potatoes. I think she is a great person with wonderful intentions, and that I am extremely thankful for. I think she is great at finding people who speak at the meetings, and she should continue doing so.</i></li> <li><i>The morning presentations were very valuable but the time spent on the "graduation" ceremony in the afternoon could have been cut down considerably.</i></li> <li><i>Make sure each team gets the opportunity to do their presentation completely. Two years of work and then adding on teachers to have the conclusion cut off stung a little. Don't get me wrong, overall this process has been amazing for me. I will be a better leader. Today fell short.</i></li> <li><i>The Showcase was great! I learned a lot from hearing about the action research completed by each group. There were a number of ideas that I took away from the presentations. I saw little value in the goal setting and corresponding presentation. In my opinion, leading the graduation ceremony right after lunch would have been a better use of time. One idea would be to complete the goal setting after the ceremony with mentors and principals, allowing teacher-leaders to leave.</i></li> <li><i>Really enjoyed the speakers and the opportunity to improve our school collaboratively.</i></li> <li><i>Loved hearing about so many other Action Research Plans!</i></li> <li><i>Learned a lot that we were able to take back to our teams and work to build up our school and students.</i></li> <li><i>It was long and tedious today. Is there a way to make this seminar day shorter?</i></li> <li><i>It was a wonderful opportunity to learn and share ideas. The timing before ILEARN might be something to think about in the future.</i></li> <li><i>It was VERY hard to hear or speak over (when presenting) the groups of people who still continued to get up before the other sessions were finished. We need more time in between sessions to discuss and debrief the many great ideas that were presented.</i></li> <li><i>It was nice to see the work the other schools are doing and how similar we all are!</i></li> </ul>



## IPLI COHORT 5 - 2018-2019 SEMINAR EXIT SURVEY RESULTS (Continued):

Activity	Comments from Exit Surveys
<b>Seminar</b> <b>April 16, 2019</b> <b>(Continued)</b>	<p><b><u>Overview (Continued):</u></b></p> <ul style="list-style-type: none"> <li>• <i>I really enjoyed watching principals collaborate on their action research projects and enjoyed talking to other teachers from districts all over Indiana.</i></li> <li>• <i>It did feel like the afternoon could have been condensed a bit, but overall I enjoyed being a part of the IPLI experience.</i></li> <li>• <i>Informative sessions. I really enjoyed the graduation ceremony and the president of ISU was so inspiring.</i></li> <li>• <i>I really enjoyed the Showcase of Schools. It was great to be able to pick what presentations we wanted to listen to. Everyone did a great job.</i></li> <li>• <i>I enjoyed the time we had to discuss important topics within our schools. The time with my own school members was good, but I also enjoyed hearing about what other schools were doing.</i></li> <li>• <i>Excellent material, networking, and speakers... all of the "transitions" could be shortened.</i></li> <li>• <i>This program has been the most powerful professional development. I am beyond blessed to have met so many amazing administrators around the state.</i></li> <li>• <i>IPLI was a great experience and I am looking forward to possibly being a part of the IPLI Extended.</i></li> </ul> <p><b><u>Takeaways - One thing I will take away from this seminar and immediately use in my school:</u></b></p> <ul style="list-style-type: none"> <li>• <i>A variety of ideas from the different showcases.</i></li> <li>• <i>Continuing to work on our project and also taking new ideas learned today to help plan for future improvement.</i></li> <li>• <i>Freshman data review for long-term success. Candy's VanBuskirk's model at Michigan City.</i></li> <li>• <i>Getting back to focusing on our "one thing" through action research, instead of trying to scratch the surface with multiple projects all at once.</i></li> <li>• <i>I loved how one school used its Instructional Framework to guide their teachers to their professional goals. I will be using this next year.</i></li> <li>• <i>Ideas for how to incorporate instructional rounds at my school as well as a network of others who have already done so.</i></li> <li>• <i>My teachers are interested in doing the Instructional Rounds. I would also like to go back and look at the Should, Might, and Never with my staff.</i></li> <li>• <i>Our action research we did with our teachers will continue into years to come. When there is a need, we will address it with the same process.</i></li> <li>• <i>Processes shared to develop collaborative ideas and come to consensus.</i></li> <li>• <i>The AR process as a leadership team.</i></li> <li>• <i>The terminology "Educational Rounds" and the debriefings will be used soon.</i></li> <li>• <i>There were social emotional ideas from presentations that I will take back and implement.</i></li> <li>• <i>To find areas of opportunity and focus on them.</i></li> <li>• <i>We are moving to instructional rounds. We will use the #ObserveMe.</i></li> </ul>

## IPLI COHORT 5 - 2018-2019 SEMINAR EXIT SURVEY RESULTS (Continued):

Activity	Comments from Exit Surveys
<b>Seminar</b> <b>April 16, 2019</b> <b>(Continued)</b>	<p><b><u>Takeaways - One thing I will take away from this seminar and immediately use in my school (Continued):</u></b></p> <ul style="list-style-type: none"> <li>• We plan to prepare an Instructional Model this spring that we will implement in August.</li> <li>• We were already making notes from other presentations to look at for our school.</li> <li>• We will continue our next steps from our FOT data. We will continue the work of action research based on the needs in our school.</li> <li>• Coming up with an instructional framework and having teachers be an active part of building that.</li> <li>• Developing a school-wide model of instruction. The information I saw in presentations gave me a lot of good ideas on how to work with the staff to develop a model of instruction.</li> <li>• I have already started to talk to some other teachers in my building about doing a kindness challenge. Everyone I have talked to seems excited about it!</li> <li>• I really liked the ideas for building culture and positivity. This is where our school is right now - level 1.</li> <li>• I will incorporate ideas that I gathered from other presentations for our own School Improvement.</li> <li>• I will use the ideas on higher levels of questioning I have learned today.</li> <li>• Ideas presented by other groups on instructional rounds.</li> <li>• In general I hope that I never forget the value of having a safe and collaborative school. Instruction is secondary.</li> <li>• Not using "immediately" but I will be implementing the use of "no excuses" mindset and also positive quotes on whiteboards outside my classroom.</li> <li>• One of the groups I saw talked about their focus being moved to their yellow group as well as the red! Made total sense.</li> <li>• One of the presentations involved maximizing use of data. This is something I can take back to my school and use in my grade level PLCs.</li> <li>• One thing I found was a high school group had the students audit the teachers anonymously. This gave the teachers feedback as to how their students felt while in their classrooms. I know many teachers would not like this, but I would love to know what areas I could be better in to help my students.</li> <li>• That Common Academic Practices are a necessity in classrooms.</li> <li>• The importance of including your school staff and team.</li> <li>• The information towards improving ESL in our building.</li> <li>• The relationships I built with people continue to grow the project in our school by doing more observations.</li> <li>• The steps we put in place this year will continue next year, and we have plans to put in place additional steps next year.</li> <li>• The use of our data and how we will proceed to our goal.</li> <li>• There were a number of ideas shared during the Showcase that I will take back to discuss with my principal.</li> <li>• We will continue to use the information from our action research to get the foundations of Steps 1 &amp; 2 in place and then build on them from there.</li> </ul>



# APPENDIX

## B

### *IPLI Cohort 6*

### *2018-2019 Seminar Exit Survey Results*

## IPLI COHORT 6 - 2018-2019 SEMINAR EXIT SURVEY RESULTS:

Activity	Overall Seminar	Comments from Exit Surveys
<b>Summer Seminar July 10-11, 2018</b>		<b><u>Overall:</u></b> <ul style="list-style-type: none"> <li>As an educator, I have been to hundreds of professional development seminars. I feel like most of them are the same information presented in different ways. However, my 2 days at IPLI were amazing. The speakers, especially Michael McDowell, inspired me to rethink the ways I am doing things as a school leader. Also, being with my group and mentor is invaluable. Being part of this PLN will help me become a better leader in the future which will translate to more learning opportunities for my student.</li> <li>Very informative. Gave me more work for the start of school!</li> <li>Full of excellent information, organized, and great networking!</li> <li>I really enjoyed the two days! I have lots of ideas to bring back to my school! Thank you so much!</li> <li>I really enjoyed the speakers... especially Tuesday AM and Wednesday AM!</li> <li>Extremely encouraging and helpful.</li> <li>It was wonderful. The speakers were great, presented useful information to bring back to school to help transform the culture of the building. The drive was long- only downfall for me. :)</li> <li>Loved the networking with other principals and guest speakers. A special thanks for the books! My mentor is a great match; his sense of humor and experience will benefit me greatly.</li> <li>The speakers were awesome. They were thought provoking and dynamic. I am continually thinking about what was presented through the speakers. The action research will be a great opportunity to work on personal goals. I appreciate that this program is offered to principals.</li> <li>The speakers were relevant and timely. I plan on using many of the ideas during the year. The ideas fit nicely with what I am already doing.</li> <li>This is a great seminar hopefully it will be promoted more.</li> <li>The speakers were excellent. I was able to take away great information. I have a great mentor also.</li> <li>Great introduction in to the IPLI process and engaging us with great speakers and leaders.</li> <li>This was fabulous. I feel like I learned a lot and made some great connections.</li> <li>Awesome keynote speakers.</li> <li>Thanks and looking forward to the journey.</li> <li>Practical, applicable, relevant, timely.</li> <li>So much fantastic information!</li> <li>It was amazing. So many thoughts are going through my head to improve my leadership in my building.</li> <li>Great speakers! Love the regional cohort idea.</li> <li>These were the most remarkable speakers. I left this PD with more insight than I've ever had.</li> <li>I need this! I am excited to start my school year, and it is because of the information I gleaned from the two day event.</li> <li>Speakers were amazing and very relevant.</li> </ul>
Principals	9.52/10 (great impact)	

## IPLI COHORT 6 - 2018-2019 SEMINAR EXIT SURVEY RESULTS (Continued):

Activity	Comments from Exit Surveys
<b>Summer Seminar July 10-11, 2018 (Continued)</b>	<p><b><u>Overall (Continued):</u></b></p> <ul style="list-style-type: none"> <li>• <i>Motivating; well organized with powerful speakers. Looking forward to the journey.</i></li> <li>• <i>I have so much to think about and reflect on. I have made many new friends. I am excited for the next 2 years to grow and become a better leader.</i></li> <li>• <i>The speakers were all excellent. I could have listened to any of them for longer.</i></li> <li>• <i>The two-day seminar was great. It was nice to learn about the action research while listening to outstanding speakers. Day one of the seminar was too long and the activities were not necessary, in my opinion.</i></li> <li>• <i>I have loved our two days! The speakers were top notch. They made me think deeply and reflect on how I can improve as a building leader. The food was amazing! You fed us so much!! Those organizing the two days did an amazing job. I always knew where I was supposed to be and at what time. You did a great job of getting us to network and meet our cohort members. I am grateful!</i></li> </ul> <p><b><u>From Michael McDowell: Visible Learning for Leaders:</u></b></p> <ul style="list-style-type: none"> <li>• <i>Mike McDowell was possibly the MOST captivating speaker I have ever listened to. He challenged us to embrace our own disparity in what we thought we knew and what is true while teaching us that is how kids learn.</i></li> <li>• <i>Inspiring. I will be sharing with my leadership team immediately to focus on what really matters.</i></li> <li>• <i>Challenged my thinking from instructional to learning leader. Ready to embrace +1.</i></li> <li>• <i>The concept of approaching teachers from the perspective of student learning was crystallized in my mind. I have this understanding for myself; I need to work on communicating to staff from this perspective.</i></li> <li>• <i>Michael McDowell - focus on the learning and not the instruction; the teacher models the leader. He was outstanding! Couldn't take notes fast enough!</i></li> <li>• <i>Just what I needed to help me find ways to make learning visible and lead our teachers through the process.</i></li> <li>• <i>Awesome presentation. My favorite part of the 2 days.</i></li> <li>• <i>I really appreciated his engaging presentation style and that he could speak from personal experience.</i></li> <li>• <i>Michael was OUTSTANDING!!! I would have listened to him all day!</i></li> <li>• <i>Great job, on point, if more time could focus on take away strategies examples for teachers.</i></li> <li>• <i>Michael McDowell was real.</i></li> <li>• <i>I love the idea of being a learning leader instead of an instructional leader.</i></li> <li>• <i>Loved Michael McDowell the best! Really enjoyed his visible learning leader message.</i></li> </ul>



## IPLI COHORT 6 - 2018-2019 SEMINAR EXIT SURVEY RESULTS (Continued):

Activity	Comments from Exit Surveys
<b>Summer Seminar July 10-11, 2018 (Continued)</b>	<p><b><u>From Nancy Dana: The Power &amp; Passion of Inquiry:</u></b></p> <ul style="list-style-type: none"> <li>• Very practical.</li> <li>• She made the AR process very doable.</li> <li>• She had great insight about making learning visible.</li> <li>• Provided a skeletal approach to the research project.</li> <li>• Presentation served its purpose to explain AR.</li> <li>• Necessary information, more factual than engaging but due to content not presenter.</li> <li>• Was already familiar w/ AR from grad school.</li> <li>• It would have been better if she were the first speaker of the day.</li> <li>• It was an excellent presentation, but I tend to get a bit antsy later in the day. We were seated for a long time both days.</li> <li>• It made me take a hard look at how my teachers are instructing the students.</li> <li>• It helped understand the AR process better.</li> <li>• Informative in action research.</li> <li>• Important information, but mostly sit and get.</li> <li>• I will use this information right away! I am thinking of doing AR as an option for my staff.</li> <li>• I like the idea of this concept. However, I would like to see more of it in action.</li> <li>• I appreciated the examples shared.</li> <li>• This is not the most engaging topic or presentation, but she did clearly explain the information.</li> <li>• She was just okay and didn't come off as a real person.</li> <li>• Helped relieve the questions I had for the process of AR.</li> <li>• Energetic.</li> <li>• Dr. Dana gave us the ins and outs of action research. It was a valuable presentation.</li> <li>• Clear explanations of action research and its components were provided.</li> <li>• Awesome.</li> <li>• Although necessary foundation for the AP process, the presentation seemed to drag on.</li> <li>• Dr. Dana made research seem interesting and related it to real world applications.</li> </ul> <p><b><u>From Michele Borba: Cultivating Empathy in Our Schools:</u></b></p> <ul style="list-style-type: none"> <li>• She was excellent and had many really good points of info.</li> <li>• We are really pushing SEL at our school. Listening to Dr. Borba really gave me more ideas and increased my confidence in what we are implementing.</li> <li>• Reaffirmed my choice to spend more time on character ed this year.</li> <li>• Useful strategies to address the bullying issues in schools, student safety is a priority every day.</li> <li>• Very moving and practical strategies given.</li> <li>• Powerful speaker about empathy. Can't wait to read her book!</li> </ul>

## IPLI COHORT 6 - 2018-2019 SEMINAR EXIT SURVEY RESULTS (Continued):

Activity	Comments from Exit Surveys
<b>Summer Seminar July 10-11, 2018 (Continued)</b>	<p><b><u>From Michele Borba: Cultivating Empathy in Our Schools (Continued):</u></b></p> <ul style="list-style-type: none"> <li>• <i>This could be the single biggest area I would like to make changes in my school. Rigor is there for us, but we could all use more empathy.</i></li> <li>• <i>Just wonderful. Great ideas and thoughts about what we can do in our schools to help our students develop empathy.</i></li> <li>• <i>Great information and the use of real world stories helped pull in the listeners.</i></li> <li>• <i>I was unfamiliar with this researcher, but learned a lot about how statistically, students have declined in SE skills and how widespread.</i></li> <li>• <i>Essential topic, good job stressing the importance and urgency to prioritize it despite all that is on our plates.</i></li> <li>• <i>Heartwarming and heartbreaking.</i></li> <li>• <i>I wish this could be our focus now, but we have selected our theme for 2018-19. It will be considered for 2019-20.</i></li> <li>• <i>I like the practical ideas that I can take back to try at our school.</i></li> <li>• <i>Very touching and empowering - I literally had tears in my eyes at the end with the culminating activity of singing theme song from Cheers.</i></li> <li>• <i>Fit amazingly into my goals for this year.</i></li> <li>• <i>Eye opening session about the Power of Empathy.</i></li> <li>• <i>Several good ideas for us to take back.</i></li> <li>• <i>I have already emailed my AP and counselor about how can we increase empathy awareness.</i></li> <li>• <i>Dr. Borba's passionate presentation struck a definite chord with me. Helping my teachers be more empathetic and teaching children empathy will be a priority in my school.</i></li> <li>• <i>Michele tugged at my heart and made me feel very deeply.</i></li> <li>• <i>So many ideas to implement!</i></li> <li>• <i>Amazing! Moving! I will be buying a copy of her book for each of my teachers.</i></li> <li>• <i>Inspiring and thought-provoking.</i></li> </ul> <p><b><u>From Eric Jensen: Teaching &amp; Engaging with Poverty in Mind:</u></b></p> <ul style="list-style-type: none"> <li>• <i>I have some of Dr. Jensen's videos in my library. This was an awesome opportunity to hear him speak in person. One of the many thoughts I had during the presentation is that I now have a source to support the fact that we can control the learning environment for our students and surpass barriers. This is a liberating concept that I will pass on to staff.</i></li> <li>• <i>Book him every year if you can.</i></li> <li>• <i>Dr. Jensen was passionate and supplied the statistics and data behind the fact that EVERY child can learn.</i></li> <li>• <i>Dr. Jensen was very powerful. He taught me a lot about stress and the working memory.</i></li> <li>• <i>Dr. Jensen's presentation was thought provoking, engaging and educational. I have several takeaways that I am anxious to begin using with my staff in order to help our students grow and develop.</i></li> </ul>

## IPLI COHORT 6 - 2018-2019 SEMINAR EXIT SURVEY RESULTS (Continued):

Activity	Comments from Exit Surveys
<p><b>Summer Seminar July 10-11, 2018 (Continued)</b></p>	<p><b><u>From Eric Jensen: Teaching &amp; Engaging with Poverty in Mind (Continued):</u></b></p> <ul style="list-style-type: none"> <li>• Eric Jensen is always full of great knowledge and information about the Brain! I love to hear his stories.</li> <li>• Excellent content that can be used right away!</li> <li>• Excellent! Whoever chose our speakers did an outstanding job! Well done!</li> <li>• Eye opening science.</li> <li>• Great balance of statistics and anecdotal evidence!</li> <li>• Great ideas again to share with staff.</li> <li>• Great ideas and data.</li> <li>• Handout did not match presentation, and it was a lot of information for the time allowed. It would have been nice to have a question/answer portion.</li> <li>• It was great to meet the author of books that I think so highly of. He is the real deal, and his books and presentations are great at helping makes sense of what we see in our schools.</li> <li>• It's all about expectations. All students can learn.</li> <li>• Loved the information on the brain and how we can impact learning.</li> <li>• Motivating to know we can teach ALL kids regardless of home life if we use what we know about effect size and believe every child can learn.</li> <li>• Moving presentation that gave me many ideas to implement within my building.</li> <li>• Powerful information.</li> <li>• Very applicable to our community</li> <li>• Very dense, powerful stuff.</li> <li>• Very engaging and much needed!</li> <li>• Very thought provoking and many, many takeaways to share with staff.</li> </ul> <p><b><u>Takeaways - One thing I will take away from this seminar and immediately use in my school:</u></b></p> <ul style="list-style-type: none"> <li>• I'm going to use some of the info from Dr. Jensen's presentation about stress' effects on children learning to my staff.</li> <li>• We need to really focus on items with an effect size greater than .40.</li> <li>• Talk more about learning and less about instruction.</li> <li>• Building empathy into our students on a daily basis.</li> <li>• Strategies to help students feel less stressed in the classroom.</li> <li>• The idea of action inquiry, it is a framework for embracing problems. I'm ready!</li> <li>• We are currently developing professional development sessions on teaching our students how to self-regulate. I looked at the framework that was presented today for teaching empathy, and I see how we can narrow our focus so that it isn't overwhelming for teachers and students. I am also going to use the concept of more than 1 year's growth from the Visible Learning presentation to share with parents, teachers and staff. Also, walk-through visits and classroom observations will systematically include what the students can express about what they are learning.</li> </ul>

## IPLI COHORT 6 - 2018-2019 SEMINAR EXIT SURVEY RESULTS (Continued):

Activity	Comments from Exit Surveys
<p><b>Summer Seminar July 10-11, 2018 (Continued)</b></p>	<p><b><u>Takeaways - One thing I will take away from this seminar and immediately use in my school (Continued):</u></b></p> <ul style="list-style-type: none"> <li>• Focus on student learning first and instruction second.</li> <li>• Inspirational quotes each day!</li> <li>• Learning/Empathy!</li> <li>• Equity focus on learning rather than instruction.</li> <li>• We are going to make the shift to focusing on learning instead of instruction and just some ideas on how to build more collective efficacy.</li> <li>• More meaningful time in the classroom, different perspective on working memory and better use of time in staff meetings.</li> <li>• Focusing on student learning instead of compliance to certain intentional practices.</li> <li>• Brain research, AR.</li> <li>• Resources from Jensen and Borba.</li> <li>• Emphasis on learning, not instruction.</li> <li>• Approach to learning and managing.</li> <li>• Intentional discussion of learning in relation to instruction. Replicate several of the activities.</li> <li>• Lollipop moments, empathy lessons.</li> <li>• Great resources for great education practices.</li> <li>• Empathy in classroom.</li> <li>• I plan to implement the Buddy Bench right away.</li> <li>• More focused PD.</li> <li>• Set goals to make my learning more visible and expectations clearer. Using high effect sets in my instruction and leadership.</li> <li>• Mindset on poverty.</li> <li>• Mini AR; strategies for looking at our schools in a different mindset.</li> <li>• Taking the idea of +1 year of growth for students. Learning instead of instructional.</li> <li>• There is a piece of every presentation that I will use.</li> <li>• Stress and empathy in students and staff.</li> <li>• Too many to list, and I need time to reflect. One idea- I loved the idea in the last session about a scholarship team for students in a failing high school. I am thinking of modifying this for my students at risk. What if they had a success team of three adult mentors to help them with motivation or behavior? This could be a tier III intervention. Just a thought...</li> <li>• The focus on one year of growth in one year. Also, I want to be a better leader of learning.</li> <li>• Ideas for improving communication with teachers on LEARNING instead of INSTRUCTION.</li> <li>• Book study.</li> <li>• Utilizing reflection of practices more specifically and purposefully.</li> </ul>

## IPLI COHORT 6 - 2018-2019 SEMINAR EXIT SURVEY RESULTS (Continued):

Activity	Overall Seminar Rating	Comments from Exit Surveys
Seminar September 26, 2018		<b><u>Overall:</u></b>
Principals	9.39/10 (great impact)	<ul style="list-style-type: none"> <li>Both speakers were outstanding, and I truly valued the time that I got to spend with other building-level leaders--I often feel that so much is geared toward elementary and high school, and it was so wonderful to brainstorm and chat with others who "get" what is happening in the middle school.</li> <li>I absolutely loved the presenters! They were fantastic! The information was so helpful. I will be able to take this back to my building and immediately put it into practice. Thank you! Thank you! Thank you! On the other hand, I don't want to be a Negative Nelly, but can we please forgo the singing of songs arm in arm at the end of the session? I know it's beneficial to get outside of my comfort zone, but many of us have a lengthy drive after the session. The last thing we want to do five minutes before departure is have cutesy time. I'm sorry, but I don't like that part. Otherwise, everything else was brilliant!</li> <li>Both speakers were outstanding!</li> <li>Great speakers! It is always helpful to talk with other principals from around the state.</li> <li>I enjoyed the speakers. They were engaging and practical in their message.</li> <li>Everything was great! I really appreciate the quality of the speakers that present at the seminars. There is such great advice and ideas.</li> <li>The opportunity to meet and speak to the principals who serve the same population as I do was really beneficial. The seminars are a blessing!</li> <li>Love the speakers. I would have liked a little more time after Todd spoke before we jumped into grade-level meetings, to discuss with our own cohort to debrief more of what we learned or thoughts to implement. I felt we were on such a tight schedule since we were off on time a little, that it would have been nice to slow down and be able to have just a few more minutes with the cohort.</li> <li>Great presenters!!! They were very relevant.</li> <li>Really enjoyed the speakers. They were phenomenal, and it was a bonus that we got some of their books to read.</li> <li>I always appreciate the balance of time to take in information from the experts, time to reflect on the information and time to talk/collaborate with others. The take-away (books) are always a bonus!</li> <li>I would have appreciated more time in building level groups. A. Breaux was wonderful.</li> <li>Wonderful speakers and great setup to the day.</li> <li>I very much enjoyed the presenters and also being able to leave with resources.</li> <li>Excellent speakers! Appreciate the networking time with other principals.</li> <li>I have heard Todd Whitaker speak, and it seemed repetitive. He is good, don't get me wrong. Just wish he would have shared a new message. Annette was practical with inservice ideas. Loved her!</li> <li>I found both speakers to be very informative, down to earth and they talked about things I could go back and change/implement right away without extensive planning.</li> </ul>



## IPLI COHORT 6 - 2018-2019 SEMINAR EXIT SURVEY RESULTS (Continued):

Activity	Comments from Exit Surveys
<b>Seminar</b> <b>September 26, 2018</b> <b>(Continued)</b>	<p><b><u>Overall (Continued):</u></b></p> <ul style="list-style-type: none"> <li>• <i>Amazing speakers!!! Laid back day... Nice day sharing with peers and listening and learning new strategies to take back to our teachers/schools!! Loved it!</i></li> <li>• <i>I look forward to our IPLI days! Today included great speakers, awesome food and wonderful people.</i></li> <li>• <i>Loved Breaux and Whittaker. Top notch!!</i></li> <li>• <i>This seminar filled my bucket to the brim! Great speakers, great mentor, great fellowship, great food! Very organized!</i></li> <li>• <i>Great speakers and love how we get the books to match the speakers.</i></li> <li>• <i>Loved the same level of school discussion in the afternoon.</i></li> <li>• <i>It was very motivating, and I have practical strategies to take back to school.</i></li> <li>• <i>Sessions with Annette and Todd were motivating and full of great strategies to take back to my building. Thank you!</i></li> <li>• <i>Awesome presenters- very engaging. Great collaboration.</i></li> <li>• <i>Speakers and their topics were relevant, applicable, engaging, and transferable. Thank you!</i></li> <li>• <i>Quality speakers. Quality information. Implementable strategies.</i></li> <li>• <i>The best 2 speakers. Enjoyed the time with our group as well.</i></li> </ul> <p><b><u>From Annette Breaux: The 10-Minute Inservice:</u></b></p> <ul style="list-style-type: none"> <li>• <i>Excellent! Practices what she preaches! I'm going to go out and buy a harmonica!</i></li> <li>• <i>I couldn't write fast enough. So many applicable activities to use.</i></li> <li>• <i>Easy ways to do quick coaching.</i></li> <li>• <i>I enjoyed Ms. Breaux's delivery. I appreciated her sense of humor. The 10 minute presentations were really good. I need time to process the ideas. However the concept is clearer to me after listening to Ms. Breaux. I read the book previously, but it was extremely beneficial to hear the presentation.</i></li> <li>• <i>Outstanding!!!</i></li> <li>• <i>Lots of slides that I could take back and use with my staff. I emailed her for her presentation.</i></li> <li>• <i>I could have listened to her all day! I am so excited to begin reading her book!</i></li> <li>• <i>I loved Annette's practical strategies to bring PD to staff!</i></li> <li>• <i>Focused and valuable.</i></li> <li>• <i>Real-world application and her presentation format was great!</i></li> <li>• <i>I wish I could listen to her every day! I'd love to get her to come talk to my teachers.</i></li> <li>• <i>Great ideas for short inservices.</i></li> <li>• <i>I had used her book before, and it was great getting new ideas</i></li> <li>• <i>Kept my attention. Very informative. Dynamic speaker. Can't wait to use some of her 10 min inservices.</i></li> <li>• <i>Practical ideas, easy to implement.</i></li> <li>• <i>Annette provided us with so many easy takeaways to help our teachers.</i></li> <li>• <i>She is a hoot, and what she said makes so much sense!</i></li> </ul>

## IPLI COHORT 6 - 2018-2019 SEMINAR EXIT SURVEY RESULTS (Continued):

Activity	Comments from Exit Surveys
Seminar September 26, 2018 (Continued)	<p><b><u>From Annette Breaux: The 10-Minute Inservice (Continued):</u></b></p> <ul style="list-style-type: none"> <li>• Very engaging!</li> <li>• Very energetic and attention getting. Loved her!</li> <li>• I love the 10 minute PD at faculty meetings.</li> <li>• Very informative with lots of great resources!</li> <li>• I sent my staff my notes. It was that good.</li> <li>• Engaging, inspiring, entertaining, APPLICABLE.</li> <li>• Strong PD opportunities. Immediately implementable.</li> <li>• Took away a lot of good ideas.</li> </ul> <p><b><u>From Dr. Todd Whitaker: What Great Principals Do Differently / Shifting the Monkey:</u></b></p> <ul style="list-style-type: none"> <li>• Would love to have him present to my entire staff.</li> <li>• Todd was down to earth and gave great ways to do things differently that I had never even thought of!</li> <li>• Todd motivates us every time I hear him speak. And he really makes me reflect on my practice.</li> <li>• Such common sense. Great reminders.</li> <li>• Presentation was unfocused. Strategies were funny but in some cases, not realistic</li> <li>• Pointed. Clear. Spot on. Also, very implementable.</li> <li>• Our jobs can be very stressful, but he used humor effectively to convey his message. Very good job!</li> <li>• Never a dull moment! Loved the session! Thank you Todd for your strategies.</li> <li>• Microphone made it difficult to hear.</li> <li>• Message was good. I would've appreciated less use of derogatory references to others.</li> <li>• Love the humor and his cut to the chase style.</li> <li>• Lacked focus in my opinion, value his opinions, but have heard him before, seemed like the same message.</li> <li>• I've heard Todd 4 previous times. He is always worth the price of admission.</li> <li>• It is always a challenge working with a diverse workforce. This presentation made me start thinking about how I can be a better leader.</li> <li>• I've seen him multiple times, and he is always great and engaging!!</li> <li>• I have lots of thoughts concerning Mr. Whitaker's presentation. Many of the things he said rang true. I am still reflecting on what was said. I will go back through his book to help solidify my thoughts.</li> <li>• I had never thought about teaching teachers how to make parent phone calls.</li> <li>• I attended ISU and have seen Dr. Whitaker several times. He is a dynamic speaker but it wasn't new information.</li> <li>• His talk was very practical.</li> <li>• He is amazing! Every time I see him, he makes me think so deeply, and his content rings so true!</li> </ul>

## IPLI COHORT 6 - 2018-2019 SEMINAR EXIT SURVEY RESULTS (Continued):

Activity	Comments from Exit Surveys
<b>Seminar September 26, 2018 (Continued)</b>	<p><b><u>From Dr. Todd Whitaker: What Great Principals Do Differently / Shifting the Monkey (Continued):</u></b></p> <ul style="list-style-type: none"> <li>• He really made you think about your own practices. Want to make some changes tomorrow.</li> <li>• Great man with great knowledge of education. I think I could listen to him some more.</li> <li>• Got a few new ideas, but most was a repeat I had already heard before.</li> <li>• Entertaining, Fun, Inspiring, Applicable, Transformational when applied.</li> <li>• Entertaining and thought provoking.</li> <li>• Dr. Whitaker never disappoints!</li> <li>• Dr. Whitaker has practical ideas and gets to the small details of what it means to be an administrator.</li> <li>• As always, Todd is a great presenter. I felt that there could have been more with "shifting the monkey," but it was very helpful nonetheless.</li> <li>• Approach is everything.</li> </ul> <p><b><u>Takeaways - One thing I will take away from this seminar and immediately use in my school:</u></b></p> <ul style="list-style-type: none"> <li>• I will use some of the ideas that I learned from the ten minute in-service (19 responses).</li> <li>• Modeling practices to use in the classroom with my staff during collaboration blocks.</li> <li>• Changing staff PD to make it easier for teachers to implement immediately.</li> <li>• It has helped a lot with PD opportunities within my school.</li> <li>• All of it.</li> <li>• Some of the information in Annette's presentation for sure.</li> <li>• Protocols.</li> <li>• How I approach supporting my teachers—both from a professional development perspective and an interpersonal perspective.</li> <li>• Short ten-minute in-service ideas. I can't wait to implement these ideas.</li> <li>• Tips from the speakers.</li> <li>• Hand signal and smile.</li> <li>• Writing positive/encouraging notes to teachers as soon as I get back.</li> <li>• Teaching effectiveness, not mandating it.</li> <li>• I will start being more proactive with modeling for my bus drivers. Many other things, too, but my brain is tired, and that is what came to mind.</li> <li>• Lots of ideas from the middle level break out and the 10 min inservice.</li> <li>• I will do some activities from the 10 minute seminar.</li> <li>• Examples on the 1's, 2's, and 3's as an educator. I will definitely be sharing this with staff.</li> <li>• Approach towards student behavior. Change the focus from the difficult staff to the rock star teachers.</li> <li>• 2 things. 1. Begin 10 minute inservices. 2. Address behaviors of poor teachers.</li> </ul>

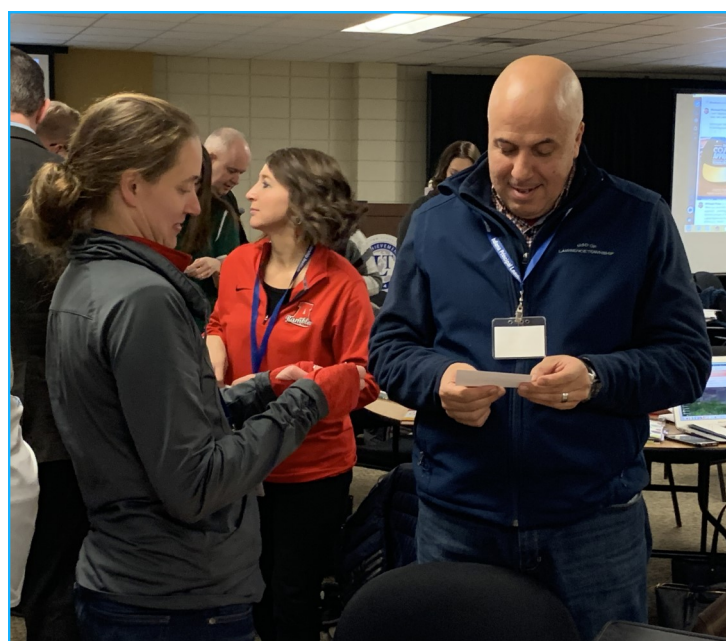
## IPLI COHORT 6 - 2018-2019 SEMINAR EXIT SURVEY RESULTS (Continued):

Activity		Overall Seminar	Comments from Exit Surveys
Seminar November 19, 2018 (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 30, 2019			<p><b>*Weather and roads were extremely bad this day. Many principals were unable to attend. Both presenters provided webinars for those not in attendance.</b></p> <p><b><u>Overall:</u></b></p> <ul style="list-style-type: none"> <li>• Always a great day of growing with leaders!</li> <li>• Very productive day. The Johnson information was good and new to me.</li> <li>• Great PD today! Jessica Johnson was outstanding!</li> <li>• Low attendance due to cold weather.</li> <li>• Jessica wasn't as good as other presenters; seemed a bit surface level rather than application.</li> <li>• Made the best of a cold day.</li> <li>• Loved Jessica. Her message was timely and fit very well with my AR project.</li> </ul> <p><b><u>From Jessica Johnson: The Coach Approach to School Leadership:</u></b></p> <ul style="list-style-type: none"> <li>• Thank you for being personable and sharing many resources/strategies with the group.</li> <li>• Good information and ideas I can use right away.</li> <li>• So much great information! She provided me with tools that I can use NOW!</li> <li>• Coaching phrases are helpful. I plan to use them.</li> <li>• Needed more interaction and application on how to impact the building.</li> <li>• Long and not much new/unique information that we don't already know.</li> <li>• Great info.</li> <li>• Again - topic of balance and prioritizing the day is very relevant for my AR project.</li> <li>• Great strategies to immediately put into place.</li> <li>• Can't wait to implement a few of the ideas!!</li> </ul> <p><b><u>Takeaways - One thing I will take away from this seminar and immediately use in my school:</u></b></p> <ul style="list-style-type: none"> <li>• I noticed.... I wonder.... on feedback.</li> <li>• Teacher-leader plot graph, strategies to use for coaching with leadership team.</li> <li>• ORID, nonjudgmental feedback ideas.</li> <li>• Feedback "starters" from Jessica Johnson.</li> <li>• Coaching phrases, action research data.</li> <li>• Help with picking our teacher teams.</li> <li>• Tips from Jessica on using time.</li> </ul>
Principals	7.64/10 (great impact)		



## IPLI COHORT 6 - 2018-2019 SEMINAR EXIT SURVEY RESULTS (Continued):

Activity	Comments from Exit Surveys
Seminar January 30, 2019 (Continued)	<p><b><u>Takeaways - One thing I will take away from this seminar and immediately use in my school (Continued):</u></b></p> <ul style="list-style-type: none"> <li>• Focusing my day to day on the big rocks.</li> <li>• I'm reading the coaching book tonight.</li> <li>• Get in classrooms more often.</li> <li>• Reflective questions for teachers after an observation.</li> <li>• Walk-throughs with feedbacks.</li> </ul>



*Above: Jessica Johnson presented **The Coach Approach to School Leadership** during the January 2019 seminar. Above Right: Cohort 6 principals participate in a school leadership activity presented by Jessica Johnson. Below Right: Jessica Johnson works with Cohort 6 principals during her keynote address.*





## IPLI COHORT 6 - 2018-2019 SEMINAR EXIT SURVEY RESULTS (Continued):

Activity	Overall Seminar Rating	Comments from Exit Surveys
Seminar April 17, 2019		<b><u>Overall:</u></b>
Principals	8.82/10 (great impact)	<ul style="list-style-type: none"> <li>• There were many great presentations today. Steve Gruenert shared good information on school culture.</li> <li>• The peer presentations were well done and beneficial.</li> <li>• The guest speaker was very monotone. He should consider putting an activity in the middle of his presentation.</li> <li>• The best part of IPLI is the work that we share with each other (including presenters and mentors). Thank you for the forum to share ideas and support each other in this very important work.</li> <li>• The beginning of the culture presentation was a little dry and not engaging. Shorten that part and get to the survey. That was the part that interest us.</li> <li>• Nice to hear other's projects.</li> <li>• Loved the AR presentations!</li> <li>• Loved hearing colleagues present action research and the culture presentation by Steve G.</li> <li>• Love the time with Dr. Gruenert. Very valuable information that leads into Year 2.</li> <li>• Listening to others AR was a great use of time.</li> <li>• It was great to see other principals present their Action Research. It was also good to just talk shop.</li> <li>• It was beneficial to hear the AR presentations from our colleagues. There were many things that were discussed that sparked ideas.</li> <li>• It gave us time to see what other schools are doing.</li> <li>• I would have liked to have the speaker in the morning and the sharing of the AR projects in the afternoon.</li> <li>• I will take quite a lot away. The only suggestion I have is to have the workshop on the school culture earlier in the day. There was lots to digest and discuss.</li> <li>• I really enjoyed the action research sharing.</li> <li>• I loved hearing the other AR projects!</li> <li>• I just love IPLI! I love the people, the organization, the inspiration, the speakers, the food...</li> <li>• I enjoyed the conference. Thanks for putting this on for us.</li> <li>• Enjoyed listening to the other presenters. Networking is paying off as I am learning about what is going on in other buildings and sending my staff to those buildings.</li> <li>• Dr. Gruenert's presentation was great and helped explain what culture really is and how to most effectively lead a culture change.</li> <li>• Day was okay - just not a lot of reflection on items that directly related to us.</li> <li>• Another great day! Organized, informative, great networking and excellent food! Thanks for all your hard work pulling this together. It is soooooo worthwhile!</li> <li>• Always appreciate the perspectives shared by speakers. Thought-provoking and implementable.</li> </ul>

## IPLI COHORT 6 - 2018-2019 SEMINAR EXIT SURVEY RESULTS (Continued):

Activity	Comments from Exit Surveys
<p><b>Seminar</b>  <b>April 17, 2019</b>  <b>(Continued)</b></p>	<p><b><u>From Steve Gruenert: Understanding School Culture:</u></b></p> <ul style="list-style-type: none"> <li>• <i>Very informative.</i></li> <li>• <i>Great presentation and the way we dissected our culture survey data was very insightful.</i></li> <li>• <i>Unfortunately it was very dry and boring:({</i></li> <li>• <i>Perfect timing as we head into Year 2.</i></li> <li>• <i>The information was good. The presentation was hard to listen to in the afternoon.</i></li> <li>• <i>It would have helped to start with our results from the survey and plotting that (with pencils), then having him go through the info on his slides. I needed more time to look at the survey and complete the activity.</i></li> <li>• <i>Good to reflect on.</i></li> <li>• <i>Interesting material.</i></li> <li>• <i>Climate and Culture are and have always been priorities to me in education, athletics, and administration.</i></li> <li>• <i>Good to dive into the culture data and have it explained that way. Wondering if this would have been more useful earlier in the year, as data is a year old now. Or if survey should be re-done and then the new data used at the start of next year—especially as we choose a project for the team.</i></li> <li>• <i>Very knowledgeable!</i></li> <li>• <i>I would have liked to have it earlier in the day. Lots to think about. Very helpful!</i></li> <li>• <i>Engaging.</i></li> <li>• <i>Love seeing teacher survey results and beginning to plan for next year.</i></li> <li>• <i>The survey was good, but the first part was not good. Shorten the first part and give us puller points on it. Give us a few takeaways and teach us how to use the survey. The survey part was very good.</i></li> <li>• <i>This presentation has caused me to think so very deeply about school culture. I have already quoted the presentation 3 times to different educators in the last few days.</i></li> <li>• <i>His first book was a game changer for me as an administrator. It really made things click and helped me work to develop the culture our students and staff deserved!</i></li> <li>• <i>Great information - very knowledgeable.</i></li> <li>• <i>Mr. Gruenert did an excellent job of explaining the differences between climate and culture. I would like to read his books to become more skilled at building our school culture. There were specific or intentional actions that can be taken to support moving the culture to be truly collaborative. I would like to continue studying this topic, and I'm looking forward to year 2.</i></li> <li>• <i>Steve understands that the world is static. We are growing, changing and evolving all the time. When we work with people, there is less black and white, less concrete ways to interpret culture.</i></li> </ul>

## IPLI COHORT 6 - 2018-2019 SEMINAR EXIT SURVEY RESULTS (Continued):

Activity	Comments from Exit Surveys
<p>Seminar April 17, 2019 (Continued)</p>	<p><b><u>Takeaways - One thing I will take away from this seminar and immediately use in my school:</u></b></p> <ul style="list-style-type: none"> <li>• A got an idea from someone's action research project to try to attempt at my school.</li> <li>• AR Project - Collaboration (Self - Care) and doing walk-throughs in the morning before the kids arrive to have informal conversations with the teachers/staff.</li> <li>• AR, some of the ideas from other AR presentations. Data about school culture-sharing areas that are good.</li> <li>• Coffee Talk notes from Katy Eastes!!!</li> <li>• Deploying self more in those classrooms where the teacher doesn't buy into what we are doing as an entire school.</li> <li>• Figuring out which strategies to implement.</li> <li>• I am going to address the points that are easy wins to start to change the culture that was set forth before I got here. I like that he stated after 4 or 5 years the culture is on me. I know now what I need to change.</li> <li>• I am going to take my time to analyze the data from the survey taken by the staff. I am interested to see what the staff thinks about our school's culture.</li> <li>• I am proposing "coffee talks" at the PTO meeting next week. An opportunity for parents and caregivers to "get in on" our professional development and how it can be adapted for home use.</li> <li>• I need to focus on easy wins first and then move to the more difficult challenges.</li> <li>• I took several things away from the first session. My peers are smart and have great ideas that are real. I liked the survey on culture. I will use the info from it, because it was about me!</li> <li>• I will use my new knowledge about school culture to continue to assess my own building.</li> <li>• I've got a list of culture pieces that we can work on and can plan to implement those changes.</li> <li>• Managing time and getting walk-throughs done.</li> <li>• Office Days: One person presented on being out of the office and in classrooms for the day. This is a great way to get into the classrooms.</li> <li>• Once I graphed my teachers' responses, I now have a direction for our next school project.</li> <li>• Relationship with all staff is key.</li> <li>• Showcase ideas on getting in the classrooms more.</li> <li>• The AR work of all of our colleagues was amazing. Too many things to count. One is the mobile office and placing a sign up in the office stating that you are out in the building for the day.</li> <li>• The results from the culture survey.</li> <li>• Tips from other administrators.</li> <li>• A few ideas from the peer presenters, the help with where to focus for improving school culture.</li> <li>• Planning for PD and newsletters next year!</li> <li>• We are going to breakdown the culture data together.</li> </ul>



# APPENDIX

## C

### *IPLI Cohort 5*

### *Principals' End-of-Program Exit Survey Results*

**COHORT 5 PROGRAM EXIT SURVEY:** At the end of Cohort 5'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
<b>Please rate the value of the overall IPLI experience.</b>	9.5/10 (high value)	<ul style="list-style-type: none"> <li><i>This program really regenerated my original passion for education. Before I became involved with this program, I was looking to leave the education field. I was beginning the training program to become an Allstate agent. I am elated I found my true passion again!</i></li> <li><i>I really appreciate all the information that was provided to us. The various guest speakers, the resources, and the networking have all been very valuable. I really like the fact that we were able to complete two mini and two large AR projects. This has given me a much clearer way to implement change in my school with a clear manner in which to track and collect data. I have become a more informed practitioner.</i></li> <li><i>IPLI has been the best PD I have experienced as an administrator. It is presented and carried out with excellence and professionalism.</i></li> <li><i>I love the experience of listening to great speakers, leadership of my mentor, and networking opportunities.</i></li> <li><i>A ton of information, made great friends with my Cohort, and it was about my school and me.</i></li> <li><i>Amazing learning experience as a building leader. I feel better equipped to move forward leading my building efficiently and effectively.</i></li> <li><i>There were several aspects of IPLI that I felt were beneficial. 1. The special guest speakers challenged and inspired me to come back to my district and try new things to stretch my staff, and myself. 2. The Cohort groups provided feedback and discussion opportunities with others who could relate to the issues that I was also going through or had questions about. 3. I was able to stay current on new trends and changes in policy that impact my district and me as a leader.</i></li> <li><i>It has helped me take a look at what we are doing as a school that we need to improve upon.</i></li> <li><i>I have thoroughly enjoyed my time with _____ as my mentor. She has been extremely helpful, and I have formed a friendship with her that will last for years to come.</i></li> <li><i>Great presenters, organization of meetings, and collaboration/networking.</i></li> <li><i>The overall IPLI experience was fantastic. I looked forward to our meeting dates each time. I particularly liked the authors that presented. They were able to give us useful and practical information that we could use in our schools.</i></li> <li><i>It was beneficial in many ways, but also very time consuming. I think it is better suited for an administrator in their 4th or more year of experience rather than their first.</i></li> <li><i>The experience was very valuable- The first summer conference really helped me to plan for the start of the school year and was very insightful.</i></li> <li><i>Wonderful seminars, cohorts groups, and mentors!</i></li> <li><i>Tremendous opportunity to grow as a principal through professional development and networking.</i></li> </ul>



## IPLI COHORT 5 - END OF PROGRAM EXIT SURVEY RESULTS (Continued):

Survey Items	Results	Comments from Exit Surveys
<p><b>Please rate the value of the overall IPLI experience. (Continued)</b></p>		<ul style="list-style-type: none"> <li><i>I really felt like I grew as an instructional leader in my two years. The Marzano research combined with the HR schools data really opened my eyes to ways to improve instruction and climate.</i></li> <li><i>I really enjoyed the learning experiences and valuable connections I was able to make with other administrators around Indiana. Having a mentor gave us another layer of support as we worked through the process.</i></li> <li><i>IPLI has truly helped me to develop as a principal. All of the information provided has helped me to be more effective as an instructional leader.</i></li> <li><i>Our team became very close, and we had an excellent leader. The keynote leaders that came in were invaluable.</i></li> <li><i>This experience has been outstanding for me professionally. _____ has been a life changing mentor in my leadership growth.</i></li> <li><i>This has been a wonderful experience of networking, learning, and reflection. It has increased my capacity as a building principal, as well as provide friends in the business.</i></li> <li><i>Amazing experience, fantastic guest speakers, excellent professional growth experience!</i></li> <li><i>Learned things that I can use for years to come.</i></li> <li><i>Valuable spending time with other administrators. We don't take time out of our day to collaborate with other administrators without something like this that makes it a priority.</i></li> <li><i>IPLI has provided multiple benefits to me as a principal. The first is a network of working professionals that offer a level of support to lean on to continue to improve as a building leader. It also provided exposure to top notch professional development that has had an impact on me as a building leader and on my building.</i></li> <li><i>Valued the learning received from the Institute.</i></li> <li><i>I loved the speakers and the networking with other principals.</i></li> </ul>
<p><b>Please rate the value of the monthly regional focus-cohort meetings.</b></p> <p><b>What was most beneficial?</b></p>	<p>9.34/10 (high value)</p>	<ul style="list-style-type: none"> <li><i>I mostly appreciated the collaboration and discussion just to have time to discuss administration concerns, suggestions, best practices, and new ideas. Often times, support and growth needs to be found outside of your own corporation.</i></li> <li><i>We had the time to discuss important topics and get others' points of view.</i></li> <li><i>Talking about issues we deal with and getting ideas from others.</i></li> <li><i>Regional focus cohort became my sounding board. We will remain close.</i></li> <li><i>The most beneficial part of the regional meetings was the ability to talk through challenging situations at our districts and brainstorm best practice solutions. It also provided a group of people to text regularly to encourage each other to keep pressing forward even in the hard times.</i></li> <li><i>Networking - being able to access different perspectives - having allies.</i></li> <li><i>It was nice to have a group you met with regularly to bounce ideas off of. As a result of being able to this, there is a group of principals in my area in which we are now going to meet to discuss situations in our buildings.</i></li> <li><i>The collegiality and collaboration....priceless!</i></li> <li><i>It was great to have other principals as resources to share ideas and experiences.</i></li> </ul>

## IPLI COHORT 5 - END OF PROGRAM EXIT SURVEY RESULTS (Continued):

Survey Items	Results	Comments from Exit Surveys
<p><b>Please rate the value of the monthly regional focus-cohort meetings.</b></p> <p><b>What was most beneficial? (Continued)</b></p>		<ul style="list-style-type: none"> <li><i>The networking and the discussions were very beneficial. I was lucky to be with a great group of people who are genuinely supportive of each other. I appreciate the new friendships!</i></li> <li><i>Sharing common experiences, supporting one another through the AI process, building professional friendships.</i></li> <li><i>It was great to hear everyone's perspective of what challenges they had, because you could relate and could talk through the challenge.</i></li> <li><i>Well organized and meaningful! Extremely helpful in building my personal and professional capacity!</i></li> <li><i>Bouncing ideas around with others and talking about the latest trends and issues in education.</i></li> <li><i>The ability to meet and discuss topics in a small group with other area administrators helped develop ideas, solutions and friendships.</i></li> <li><i>_____ was a great mentor. Meeting together for our regional focus-cohort meetings was a great way to discuss action research, best practices, and problem solve together.</i></li> <li><i>_____ was a great mentor and was a great sounding board.</i></li> <li><i>It was great to get together with other principals across our region. We were able to share our challenges and successes. It gave us a focus and help with any questions that we had throughout the process.</i></li> <li><i>Reviewing action research, sharing struggles, collecting knowledge and ideas from colleagues.</i></li> <li><i>Seeing familiar faces and working through topical issues for all of us.</i></li> <li><i>Networking with fellow colleagues. Sharing with and learning from others experiencing the same day to day challenges and accomplishments.</i></li> <li><i>Meeting with and discussing issues within our buildings. Learning from one another's experiences.</i></li> <li><i>The regional focus cohort meetings provided a network of working professionals that gave support and systems to us as principals.</i></li> <li><i>I didn't feel as though my regional group was as close as other groups. Great people, just didn't get a chance really network as much as I did with people in other groups.</i></li> </ul>
<p><b>How could IPLI improve the quality of the regional focus-cohort meetings?</b></p>		<ul style="list-style-type: none"> <li><i>You could FaceTime/Skype- less travel time.</i></li> <li><i>The meetings were great. Continue to allow for flexibility in the discussions.</i></li> <li><i>I liked what we did. There did not seem to be a preset agenda, but things for us to discuss and a time in which we could bounce ideas off each other.</i></li> <li><i>It might be hard to do, but some have to drive greater distances than others, thus having to leave our buildings for the most part of the day when we meet.</i></li> <li><i>I feel that it would be nice to have a little bit more time to talk about what is happening in our buildings.</i></li> <li><i>Hold more of them.</i></li> <li><i>There could be more time for the meetings, as they usually leave things that we do not get to accomplish.</i></li> <li><i>More focused agenda.</i></li> <li><i>Provide small discussion topics.</i></li> </ul>

## IPLI COHORT 5 - END OF PROGRAM EXIT SURVEY RESULTS (Continued):

Survey Items	Results	Comments from Exit Surveys
<p><b>Please rate the value of the action research project.</b></p> <p><b>What was most beneficial?</b></p>	9.21/10 (high value)	<ul style="list-style-type: none"> <li>• Digging into personal (year one) and building level (year two) issues really allows the building leader to put a magnifying glass to the running of a building. Reflection is such a vital key to making your leadership successful.</li> <li>• The most beneficial aspect of doing the action research was that we could focus on something important going on in our building. The action research allowed me to focus on maximizing our data. It allowed for reflection time, which I found I do not take enough time to slow down and do most of the time.</li> <li>• The action research process allowed us to focus on ourselves and our buildings. We were able to use this process to make improvements and to even further the professional development of our teachers.</li> <li>• Made us more aware of the culture in our building.</li> <li>• It started the conversation with myself and staff about what would be best to improve our building. It also helped get buy in into necessary changes for student and staff growth.</li> <li>• Learning how to narrow a focus, do the research, put a plan in place, monitor that plan, check the data and plan next steps.</li> <li>• Getting my teachers involved was huge for us. So much so, we are continuing it for the future and have created a leadership committee to discuss the changes we need to make.</li> <li>• I really enjoyed the process. Being in IPLI has provided me the opportunity to move my school towards becoming a High-Reliability School. We've already been certified as Level 1!</li> <li>• Year one prompted me to dig deeper into my own personal leadership which has created a chain reaction with many parts of my leadership and school improvement.</li> <li>• Just seeing how action research is the normal component of our daily jobs. It is the monitoring of programs and processes that we are implementing.</li> <li>• The action research really helped me to examine specific changes I wanted to make in myself and my school. It then offers a very effective framework from which we can monitor progress and track change. It is very beneficial in my opinion.</li> <li>• The reliable schools data.</li> <li>• Learning the process and walking through it with your cohort group, to feel confident in the process.</li> <li>• Diving into the data and experimenting with a new initiative that could help myself grow personally and also grow the school.</li> <li>• The most beneficial was learning about the importance of data and what types of data could be used to track progress.</li> <li>• We were able to have an impact on our building and continually access and monitor what we were doing and whether it was working.</li> <li>• Great opportunity for self-reflection. It also allowed us to address everyday issues we may have.</li> <li>• It made me think about where our school was and what we needed to do to further improve and take it to the next level. The Marzano Highly Reliable Schools was so empowering, and the teachers that I brought were really excited to get this ball rolling. I want to be sure to continue this momentum.</li> </ul>

## IPLI COHORT 5 - END OF PROGRAM EXIT SURVEY RESULTS (Continued):

Survey Items	Results	Comments from Exit Surveys
<p><b>Please rate the value of the action research project.</b></p> <p><b>What was most beneficial? (Continued)</b></p>		<ul style="list-style-type: none"> <li><i>This is a process I see as ongoing - not a one and done situation. I plan to use this process as I continue to learn and grow as a professional.</i></li> <li><i>Being able to go through the process that can be used over and over.</i></li> <li><i>Guidance through the step by step process with the experts, then supported by materials provided to us, and assistance from our mentors.</i></li> <li><i>Year 2 definitely had a bigger impact than year 1, as it included teachers and had a larger impact on the building as the focus changed from the principal to the building.</i></li> <li><i>Collaborating with other principals.</i></li> <li><i>Narrowing down some issue that I needed to address.</i></li> </ul>
<p><b>How can we improve the action research component?</b></p>		<ul style="list-style-type: none"> <li><i>They already did by having a framework for the presentation that we didn't have in year one.</i></li> <li><i>Year 1 - The AR projects were very different for everyone. The only thing would be for it to be more concise as to whether it is only to be for the principal or related to their job.</i></li> <li><i>Year 1 - Spell out the process a bit more. The request for research and citations were not evident until after we began to prepare for the presentation.</i></li> <li><i>We may want to provide a better breakdown of the process for doing action research. The showcase is helpful but it doesn't detail the steps.</i></li> <li><i>At times, the AR requirements were a little stressful in trying to meet deadlines. The 2nd year didn't seem as meaningful to me as the first year did regarding the AR part of the program.</i></li> <li><i>Add another AR project for the principal to implement solely with the leadership team of the school (i.e., AP's, Counselors, Deans, etc.).</i></li> <li><i>Perhaps a more balanced approach could benefit. The focus in year one seemed to be more about understanding action research than developing leaders. Perhaps being more intentional with the leadership focus could help. Using the books we received as a book study for our regional meetings could be an option.</i></li> <li><i>I didn't realize how important it was to pay attention to the presentations of the former year one students. The words "action research" are scary, but I think you did a good job at making it easy.</i></li> <li><i>Maybe be a bit more specific or provide more parameters when we are choosing projects.</i></li> <li><i>More time to present and view other presentations.</i></li> <li><i>Final AR presentation in April: In several instances during the presentations, principals presented the AR project instead of the teachers. Some of the teachers did not get the opportunity to speak. I suggest making it clear to all mentors of what principal expectations and teacher expectations are on that day. My understanding is the teachers were to present.</i></li> <li><i>I thought the process was clearly explained; expectations and guidelines were thoroughly laid out as well.</i></li> <li><i>In the presentations, it is just hard to hear some of the presenters in the one large room with everyone talking at the same time. I don't know if it is possible to use other rooms for presentations.</i></li> </ul>

## IPLI COHORT 5 - END OF PROGRAM EXIT SURVEY RESULTS (Continued):

Survey Items	Results	Comments from Exit Surveys
<b>Please rate the value of including teacher-leaders in Year 2.</b>	9.50/10 (high value)	<ul style="list-style-type: none"> <li><i>I love the experience that the teacher-leaders gained through IPLI and working with me on an action research plan. It helped give them that extra boost of confidence in being a teacher leader.</i></li> <li><i>It gave them a time to shine and be leaders among our staff.</i></li> <li><i>The team aspect of year two was so powerful. I gained new respect for the two teachers I brought, and we forged strong relationships as a school team.</i></li> <li><i>Other than struggling to get teachers to the meetings, it was good to have them on the same page when moving forward with the action research project.</i></li> <li><i>It was awesome to see them in action in a role they have not been in before.</i></li> <li><i>This allows your teachers to view the inside scoop to school improvement.</i></li> <li><i>I loved having teachers be a part of the 2nd year, and they did, too. I believe my teachers gained more growth and inspiration from the amazing speakers/educators that were chosen to present. The AR part of the 2nd year probably was not as powerful for my teachers.</i></li> <li><i>Bringing teacher leaders is great because they get to learn the AR process. It really is the beginning of developing a team of people to train the rest of the staff. These people continue to build their leadership capacity while providing valuable guidance to the rest of our staff.</i></li> <li><i>The guidance on how to select teachers to bring was great.</i></li> <li><i>I think it was great to have teacher-leaders working on the project because they helped build buy-in with other staff members making the project have a greater impact.</i></li> <li><i>I enjoyed bringing the leaders. I also appreciated how the topics and keynotes fit all of us.</i></li> <li><i>Building a team to focus on moving forward was powerful when developing teacher-leaders in our buildings.</i></li> <li><i>Great learning experience and was helpful in initiating new areas for focus.</i></li> <li><i>The selection process was great for this, as IPLI did a wonderful job providing training on how to select.</i></li> <li><i>This was a fantastic experience for my teachers and for me. We learned from each other!</i></li> <li><i>It was very good for my teacher-leaders to be involved in the meetings and hear the presentations from the guest speakers.</i></li> <li><i>This was absolutely beneficial. Including teacher-leaders in the process no doubt had a large impact on the process and on the building.</i></li> <li><i>It really helped form a leadership team in my building.</i></li> </ul>



## IPLI COHORT 5 - 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.	9.58/10 (high value)	<ul style="list-style-type: none"> <li><i>I wish I could have included my whole staff in the HRS training. Unfortunately, we do not have the funding to do so.</i></li> <li><i>There is so much information it seemed impossible to know where to start, if that was the right place, etc. The amount of time was so short for the amount of information.</i></li> <li><i>If you are not an HRS school, I am not sure of the long lasting value of it.</i></li> <li><i>Every school should be using the HRS Framework.</i></li> <li><i>I sometimes felt we tapped the surface, but didn't always delve into the HRS Framework. However, I still appreciated the diversity of presenters and the various topics that we experienced.</i></li> <li><i>I really want to continue to build the HRS framework into our school culture. I want the staff to be able to talk about the things we need to do and continue solidifying the first three levels, especially.</i></li> <li><i>A fantastic structure that we are now implementing at my school district.</i></li> <li><i>The framework allowed me to focus in on some areas where we could get some quick successes and also plan for some long-term goals.</i></li> <li><i>The data we pulled from surveys was a valuable resource.</i></li> <li><i>Provided me with great feedback and new focus areas that I was not necessarily aware of.</i></li> <li><i>Amazing. I want to continue this and maybe get some more teachers to take a lead role on this.</i></li> <li><i>We were already engaged in this process, so it was great for myself and teachers to hear.</i></li> <li><i>The framework and results pretty much confirmed what I already knew about my building and areas of strength and areas in which we need to improve.</i></li> <li><i>It provides a sound framework and data to inform where to start when looking at areas of growth for your building.</i></li> <li><i>Loved the first 2 levels, but felt you had to purchase their program and PD (which is extremely expensive) to truly achieve HRS status.</i></li> <li><i>The learning through this framework was invaluable. We were learning a lot up through even the last session with Marzano's organization. The action research projects were all tied to this, which meant the projects were all similar.</i></li> </ul>
Please rate the quality of your mentoring relationship.	9.51 (high quality)	<ul style="list-style-type: none"> <li><i>_____ is fantastic! He is a very busy man and always found time to answer my questions!</i></li> <li><i>_____ was amazing. She empowered us to lead our buildings and face our challenges head on.</i></li> <li><i>I enjoyed my mentor in INALI more than my IPLI mentor just because the first mentor had many more years of experience to pull from. The IPLI mentor was good, but just did not have as much experience.</i></li> <li><i>It gives me a person outside of my district that I know I can still call upon.</i></li> <li><i>Great guy who is willing to go out of his way to help.</i></li> <li><i>I wrote the quote about XXXXX that was used at the IPLI graduation. I meant every word of it. She is incredible.</i></li> <li><i>Our mentor did a super job and was very professional and knowledgeable.</i></li> <li><i>She was amazing! A true example of everything an administrator should be!</i></li> </ul>

## IPLI COHORT 5 - END OF PROGRAM EXIT SURVEY RESULTS (Continued):

Survey Items	Results	Comments from Exit Surveys
<b>Please rate the quality of your mentoring relationship. (Continued)</b>		<ul style="list-style-type: none"> <li>• <i>Our mentor was very driven. She was able to give us recommendations based on what happens in her building.</i></li> <li>• <i>He was great. I cannot give him enough thanks for all the support he provided me.</i></li> <li>• <i>I have a ton of respect for _____. He demonstrated such a breadth of information, action and knowledge.</i></li> <li>• <i>My mentor was excellent and was always ready to provide help when needed.</i></li> <li>• <i>_____ is a great educator and leader. He has helped me tremendously to grow as a principal.</i></li> <li>• <i>My mentor provided some great resources and ideas without forcing them upon me.</i></li> <li>• <i>_____ was an awesome mentor. I appreciated all of his suggestions, feedback and sharing during our time with _____.</i></li> <li>• <i>Amazing. I think we all shared our feelings at the graduation ceremony. We also had a last meeting at a local restaurant to tie up the two years. I know I can contact my mentor at any time, and she will be more than happy to help me.</i></li> <li>• <i>Our mentor was amazing. We could ask about anything, yet she always stayed professional. She also provided multiple resources and information for us.</i></li> <li>• <i>Excellent experience with my mentor.</i></li> <li>• <i>Great person. More go with the flow than challenging leader.</i></li> <li>• <i>_____ was a fantastic mentor. He pushed and challenged my cohort members and me professionally and made us think outside the box with his questioning techniques. That being said, my group and I had so many laughs and always enjoyed our time together. We plan to continue to meet once each semester.</i></li> </ul>
<b>Would you recommend IPLI to other principals?</b>	100% responded "Yes"	<ul style="list-style-type: none"> <li>• <i>IPLI allows administrators to grow in their leadership by giving professional development and guidance through educational experts in specific areas.</i></li> <li>• <i>The IPLI experience is a practice in reflection and introspection, helping the building leader become self-aware of the leader they are and what changes should be made to make their leadership more impactful.</i></li> <li>• <i>I am in a small district and often feel like I am on an island because there are limited people I can go to for advice and to vent. I grew so much personally and professionally through this program.</i></li> <li>• <i>Great value and use of your time!</i></li> <li>• <i>The learning for me has been very valuable. I talk to any principal I can and suggest they get involved.</i></li> <li>• <i>Great PD that will help focus your efforts and rejuvenate your passion.</i></li> <li>• <i>It is the best administrator PD one could ever receive for the cost and effectiveness.</i></li> <li>• <i>Terrific way to focus and improve your abilities at an administrator and building leader!</i></li> <li>• <i>This experience has been the best professional development that I have ever attended. I feel that any principal would benefit from attending IPLI.</i></li> <li>• <i>Great learning experience and as valuable experience as I have ever had professionally. Very thankful for the opportunity to participate.</i></li> <li>• <i>I have encouraged other principals I know to get involved in the program.</i></li> </ul>

## IPLI COHORT 5 - END OF PROGRAM EXIT SURVEY RESULTS (Continued):

Survey Items	Results	Comments from Exit Surveys
Would you recommend IPLI to other principals?		<ul style="list-style-type: none"> <li>• Yes- Just the support and the relationships you build to help support you in your position. The learning the process of action research is a tool you can continue to use in your district.</li> <li>• Yes, but only after they have been in practice for a few years.</li> <li>• Extremely beneficial and respectful of a principal's busy schedule.</li> <li>• It was great to learn from other principals and being exposed to the HRS models and Marzano provided some great pathways for principals to overcome obstacles.</li> <li>• It is a great way to get a pulse on your building. It also gives you a chance to see what other principals are doing in their schools. The sharing of ideas was powerful.</li> <li>• It is the best professional development I've received as a principal.</li> <li>• The learning and networking is invaluable.</li> <li>• Absolutely! Professional growth, networking with fellow administrators.</li> <li>• Yes, especially for newer principals. This is a great experience.</li> <li>• Yes, it has provided an excellent network and exposure to high quality professional development.</li> <li>• The experience is invaluable. I think all principals should participate.</li> </ul>



Fifty-three Cohort 5 principals along with their teacher-leaders attended the two-day summer seminar, July 11-12, 2018, on the campus of Indiana State University.



# APPENDIX

## D

### *IPLI Cohort 5*

### *Superintendents' Survey Results*

**COHORT 5 SUPERINTENDENTS' SURVEY:** At the end of Cohort 5'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. 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.	9/10 (great impact)	<ul style="list-style-type: none"> <li>My principal's leadership capacity grew through his experience. He became more intentional with his decision-making, became more collaborative as he delegated more, and learned to relax more as things were taken off of his plate.</li> <li>The principal gained confidence.</li> <li>Our principal learned to collect and utilize data more effectively in his efforts to improve his school building.</li> <li>The mentoring and support have provided [her] with diverse perspectives and confidence in her leadership abilities.</li> <li>Our principal has spent two years learning with and from a cohort of peers. Leadership can be a difficult and lonely role. This collaboration has provided her with a network that she will be able to depend on for the rest of her career. This alone (in addition to the valuable information provided through IPLI) has increased her capacity to lead.</li> </ul>
Please rate the impact of the IPLI seminars.	9.4/10 (great impact)	<ul style="list-style-type: none"> <li>During my regular visits/reviews to our principal's school building, he frequently cites IPLI as a resource for many of the effective improvement strategies he is implementing.</li> <li>Principal shared that all presenters were excellent and the follow-up with the cohort group was beneficial.</li> <li>Both of our principals have been through IPLI. It has been the best PD we have paid for, and we would continue to pay for them to participate as an ongoing process if it were possible.</li> </ul>
Please rate the impact of the mentoring provided.	8.8/10 (great impact)	<ul style="list-style-type: none"> <li>This really depends on the mentor! Our principals had differing experiences with this, but in both cases, the cohort of peers made the process worthwhile (and then some).</li> </ul>
Please rate the impact of the monthly regional focus-cohort meetings.	9.0/10 (great impact)	<ul style="list-style-type: none"> <li>He had a few meeting cancelled for various reasons.</li> </ul>
Please rate the value of including two teachers in Year 2.	9.6/10 (high value)	<ul style="list-style-type: none"> <li>Adding teachers broadens the impact of the IPLI experience.</li> <li>We benefited greatly from having teachers included in this process!</li> </ul>



## COHORT 5 - SUPERINTENDENT SURVEY RESULTS (Continued):

Survey Items	Results	Comments from Exit Surveys
Please rate the value of using the Marzano High Reliability Framework to help with development of school improvement plans.	9.7/10 (high value)	<ul style="list-style-type: none"> <li>The Marzano framework is fantastic, general enough that it allows everyone to benefit, and also innovative enough to push some people's thinking if they're brave enough to look into levels 4 and 5.</li> </ul>
What do you believe are the biggest challenges facing practicing principals?		<ul style="list-style-type: none"> <li>Time. They become operational leaders instead of instructional leaders because all of the demands from the state.</li> <li>The increased accountability and number of initiatives a principal leads while maintaining a strong and healthy school culture are all major challenges.</li> <li>The needs of students continually change. Currently, it seems that the management of severe student behaviors is the biggest challenge for our principals.</li> <li>Time and managing stress! The expectations of administrators continues to grow and add stress to their lives.</li> <li>Balancing the pressure from parents/community and accountability with the need to take care of your staff and yourself.</li> </ul>
What do you believe should be the main areas of focus for the Indiana Principal Leadership Institute?		<ul style="list-style-type: none"> <li>Building both leadership capacity as well as the High Reliable instruction.</li> <li>The current focus is just right.</li> <li>Exposure to new ideas and resources, building confidence, and developing the ability to critically reflect on practices.</li> <li>I'm not sure, but if the options to have our principals continue in the program were an option, we would sign up!</li> </ul>



**IPLI Cohort 5 Mentor Alicia Gatewood assisting IPLI Principal Emily Tracy and her team from OJ Neighbours Elementary School with data analysis at the 2018 Summer Seminar.**

## COHORT 5 - SUPERINTENDENT SURVEY RESULTS (Continued):

Survey Items	Results	Comments from Exit Surveys
Would you encourage other principals to participate in IPLI?	100% Responded "Yes"	<ul style="list-style-type: none"> <li>IPLI builds leadership capacity but also creates avenues for school improvement.</li> <li>I have encouraged several other leaders from other districts into IPLI, and if we are ever in a place where we have to hire a new leader, he/she will be enrolled.</li> </ul>
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"> <li>IPLI builds leadership capacity in your principals but also provides avenues for school improvement.</li> </ul>
Additional Comments:		<ul style="list-style-type: none"> <li>The \$1,000 is a bargain to get the quality speakers, the one-to-one mentoring, the High Reliable surveys, and the High Reliable instructions. The collaboration and networking is also very valuable as well.</li> <li>Our investments have been minimal, compared to the value our people received.</li> </ul>

To kick off their IPLI two-year experience, Cohort 6 principals viewed Action Research project presentations by Cohort 5 principals during the July 2018 Summer Seminar.





# APPENDIX

## E

*INALI Cohort 4*

*Seminar Exit Survey Results*

## INALI COHORT 4 SEMINAR EXIT SURVEY RESULTS:

Activity	Overall Seminar Rating	<b>TAKEAWAYS</b> <i>One thing I will take away from this seminar and use in my school immediately is...</i>
<b>New Administrator Workshop</b> <b>July 16, 2018</b>	7.67/10 (great impact)	<ul style="list-style-type: none"> <li>• Reminders to find balance and put them on my calendar!</li> <li>• Including my why in our launch at this year's first staffing and helping to remind my staff the importance of balance in their lives as well.</li> <li>• The suggestions from Destiny on how I can make my #1 and #2 priorities even better.</li> <li>• "Balance, Trust, Vision."</li> <li>• Continuing to use strategies to balance work and life.</li> <li>• Re-evaluate where I'm spending my time.</li> <li>• Find the "why" " and balance! Great stuff!</li> <li>• You have to take care of yourself before you can inspire others, both body, mind, and purpose.</li> <li>• Intentional balance.</li> <li>• "Why" statement and balancing life calendar and planning.</li> <li>• The "Finding Your Why" activity is something I plan on using with my staff when we come back before school starts.</li> <li>• Not to "overwork" myself early in the year &amp; delegate tasks according to trust.</li> <li>• Shutting off notification and emails to balance life.</li> </ul>
<b>New Administrator Workshop</b> <b>February 6, 2019</b>	8.57/10 (great impact)	<ul style="list-style-type: none"> <li>• The puzzle activity from Dr. Butts.</li> <li>• I'm already using the Eisenhower Box that Tim shared with us.</li> <li>• Organization is key!</li> <li>• Tickler Files.</li> <li>• I will continue to look at how I manage my time.</li> <li>• Some of Tim's organizational suggestions.</li> <li>• Find the job that fits you. Take care of yourself. Mentally and physically.</li> <li>• Time management.</li> <li>• Relationship Agility.</li> </ul>



**INALI Cohort 4  
graduated on  
February 6, 2019.**



## APPENDIX

### F

#### *INALI Cohort 5*

#### *Seminar Exit Survey Results*



## INALI COHORT 5 SEMINAR EXIT SURVEY RESULTS:

Activity	Overall Seminar Rating	<b>TAKEAWAYS</b> <i>One thing I will take away from this seminar and use in my school immediately is...</i>
<b>New Administrator Workshop</b> <b>July 16, 2018</b>	9.27/10 (great impact)	<ul style="list-style-type: none"> <li>• School law information.</li> <li>• Everything from the first presenter and the trauma from the last day.</li> <li>• Only check emails at 10 and 2.</li> <li>• Tips to guard my "in the class time."</li> <li>• Legalities.</li> <li>• I am going to make it a goal to be in the classrooms 5 hours minimum a week. I will also work on what to vault and what not to (i.e., difficult conversations).</li> <li>• We are utilizing information from the safety session to update our school safety plan.</li> <li>• Vision concepts from Rhonda Roos.</li> <li>• Data information from Anne P-H.</li> <li>• "Trust" is key. I have been in my building for one year and have already begun building trust with many staff members. However, I am also aware that our staff is yearning for more trust, honesty, and open communication. This year, I will continue to foster those relationships and leverage them to achieve growth in all facets of the school environment.</li> <li>• One small thing is using vibrant colored lanyards for visitor passes.</li> </ul>
<b>New Administrator Workshop</b> <b>February 5, 2019</b>	8.57/10 (great impact)	<ul style="list-style-type: none"> <li>• Productive use of meetings.</li> <li>• Leadership team - lightning round.</li> <li>• "Strengths assessment."</li> <li>• Meeting structure.</li> <li>• HR information.</li> <li>• "Play to your strengths!"</li> <li>• The ability to maximize and reorganize meeting structures.</li> <li>• Finance, Meetings and Systems.</li> <li>• Fundraisers beyond 29 days must include sales tax.</li> <li>• Cultural competency is an important criteria for hiring.</li> <li>• Loved the professionalism of all the presenters.</li> <li>• Dr. Rhonda Roos' meeting ideas.</li> <li>• The direct application of Strength Finders to my current position.</li> <li>• The intentionality and focus of meetings (not the number of meetings).</li> <li>• School finance info and my strengths.</li> <li>• Strengths Finder made me think and reflect on how I may interpret situations differently than others.</li> <li>• Information from the hiring and orienting quality staff.</li> <li>• I have already used school finance information.</li> <li>• I've already caught an error we were about to commit from the finance talk. (We were about to write a check for an employee that has a W2 through an ECA.).</li> <li>• Hiring a rock star for one year and then having to rehire when they rise is better than hiring a below average employee for 10 years.</li> </ul>