

**2020-
2021**

**Annual
Report**



Indiana Principal Leadership Institute

**Indiana State University
Bayh College of
Education Room 213
401 N. 7th Street
Terre Haute, IN 47809
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LETTER FROM THE DIRECTOR:

June 30, 2021



Dear Partners in Education:

As the new Director of the Indiana Principal Leadership Institute (IPLI), it is an honor to present the 2020-2021 annual report. 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. This one-of-a-kind leadership program is impacting principals and schools in unprecedented ways.



This past year has been memorable. IPLI Cohort 8 began July 14, 2020, with 62 principals and 14 mentors in the middle of a pandemic, adding IPLI's powerful professional development program to directly impacting over 500 principals statewide. In addition, IPLI Extended Cohort 2, a one-year program for IPLI graduates, began on September 24, 2020, with 48 school leaders. The Indiana Department of Education provided funding for the districts to support the principals for year 1 of Cohort 8, year 2 of Cohort 7, and Extended Cohort 2 to participate in IPLI during an unprecedented time to keep learning at the forefront.

Over the last twelve months, having a statewide principal professional learning community to support Indiana's school leaders as they have struggled with the challenges of the COVID-19 pandemic has been invaluable. IPLI met the needs of Indiana principals by increasing mentor contacts, developing and sharing resources, and intensifying regional networks of support. Although the April 2020 seminars had to be canceled, virtual seminars were created. With assistance from their mentors, IPLI principals could complete their action research projects and develop and record presentations to share virtually with school leaders worldwide. Throughout the 20-21 school year, IPLI served principals virtually until April 2021, when we came together to celebrate learning and leader growth, masked and socially distanced. And a celebration it was! The energy in the room was palpable, and the learning despite the pandemic was incredible.

The following report outlines our principals, mentors, and teacher-leaders activities throughout the past year and the exit survey results from these events. These results and data collected from surveys and action research projects demonstrate the impact IPLI has in Indiana.

IPLI continues to grow. This July, IPLI will begin its ninth cohort consisting of 50 principals and 11 mentors. IPLI Extended will launch its third cohort in July with twenty-four IPLI graduates and 20 teacher-leaders participating. The Indiana New Administrator Leadership Institute (INALI), a partnership with the Indiana Association of School Principals, will start its eighth cohort in July 2021, with over 80 new school administrators. As the new Director completing my first year with IPLI, I am excited about Indiana's future. Learning leaders continue to raise the standards of their practice and increase learning for Indiana students.

During the next few months, school leaders across the state will be faced with developing a "new normal" for their schools. Never has the need for an aligned system of support for school leaders been more significant, and IPLI, IPLI Extended, and INALI are fulfilling that need. Thank you for your support, and if you have any questions about this report, please do not hesitate to contact me.

Sincerely,

A handwritten signature in blue ink that reads "Kelly A. Andrews".

Kelly A. Andrews, Ed. D.
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 emphasizing 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 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 on leadership capacity and learning organizations. It is separated into three parts to understand the process better:

- 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.**

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;**
- **A 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 across Indiana;**
- **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 all Indiana principals, schools, and school communities. These resources include:

- Access to the IPLI website (www.indianapli.org) and resources provided through IPLI's social media platforms (Twitter, Facebook);
- Access to IPLI e-newsletter;
- Access to IPLI blogs;
- Access to leadership assessments;
- Access to information about upcoming professional development opportunities throughout the State;
- Access to resources located on the 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.

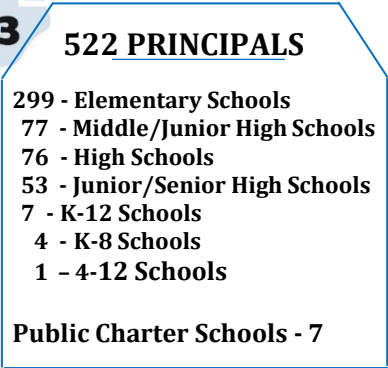
| IPLI Direct Impact (Cumulative) | IPLI Indirect Impact |
|--|--|
| <p>Total # of Principals Impacted</p> <ul style="list-style-type: none"> • Year 1: 56 • Year 2: 108 • Year 3: 174 • Year 4: 239 • Year 5: 298 • Year 6: 347 • Year 7: 408 • Year 8: 472 • Year 9: 522 | <ul style="list-style-type: none"> • Access for all Indiana educators to IPLI Action Research Projects completed by principals and school teams: www.indianapli.org • Access to IPLI resources: www.indianapli.org |
| <p>Total # of Teachers Impacted</p> <ul style="list-style-type: none"> • Year 1: ~3,222 • Year 2: ~5,701 • Year 3: ~8,202 • Year 4: ~10,753 • Year 5: ~13,162 • Year 6: ~15,527 • Year 7: ~18,019 • Year 8: ~20,630 • Year 9: ~23,198 | <ul style="list-style-type: none"> • Partnerships with Indiana Association of School Principals and Indiana Association of Public School Superintendents, Marzano Research, MSD Lawrence Township, and MSD Washington Township • Collaboration with U.S. Department of Education's Office of Elementary and Secondary Education to host the annual National School Leadership Summit |
| <p>Total # of Students Impacted</p> <ul style="list-style-type: none"> • Year 1: ~49,396 • Year 2: ~84,138 • Year 3: ~122,221 • Year 4: ~159,098 • Year 5: ~193,574 • Year 6: ~229,827 • Year 7: ~265,591 • Year 8: ~303,350 • Year 9: ~339,874 | <p>Impacting:</p> <p>~1,900 Indiana Principals</p> <p>~71,000 Teachers</p> <p>~1,135,000 Students</p> |

IPLI COHORTS:

| Cohort 7 2019-2021 | Cohort 8 2020-2022 | Cohort 9 2021-2023 |
|--|--|---|
| <ul style="list-style-type: none"> ➤ 56 Principals ➤ 13 Mentors | <ul style="list-style-type: none"> ➤ 64 Principals ➤ 14 Mentors | <ul style="list-style-type: none"> ➤ 50 Principals ➤ 11 Mentors |
| BUILDING LEVELS | BUILDING LEVELS | BUILDING LEVELS |
| <ul style="list-style-type: none"> ➤ 39 - Elementary Schools ➤ 7 - Middle / Junior High Schools ➤ 3 - Junior / Senior High Schools ➤ 7 - High Schools | <ul style="list-style-type: none"> ➤ 44 - Elementary Schools ➤ 9 - Middle / Junior High Schools ➤ 4 - Junior / Senior High Schools ➤ 4 - High Schools ➤ 2 - K-12 Schools ➤ 1 - K-8 School | <ul style="list-style-type: none"> ➤ 34- Elementary Schools ➤ 5- Middle / Junior High Schools ➤ 5- Junior / Senior High Schools ➤ 5- High Schools ➤ 1- K-12 Schools |
| FREE & REDUCED | FREE & REDUCED | FREE & REDUCED |
| <ul style="list-style-type: none"> ➤ 0.0%-19%: 3 schools ➤ 20%-29%: 4 schools ➤ 30%-39%: 9 schools ➤ 40%-49%: 9 schools ➤ 50%-59%: 14 schools ➤ 60%-69%: 14 schools ➤ 70%-79%: 3 schools ➤ 80%-89%: 0 schools ➤ 90%-100%: 0 schools | <ul style="list-style-type: none"> ➤ 0.0%-19%: 1 schools ➤ 20%-29%: 6 schools ➤ 30%-39%: 9 schools ➤ 40%-49%: 10 schools ➤ 50%-59%: 12 schools ➤ 60%-69%: 7 schools ➤ 70%-79%: 9 schools ➤ 80%-89%: 7 schools ➤ 90%-100%: 3 schools | <ul style="list-style-type: none"> ➤ 0.0%-19%: 1 school ➤ 20%-29%: 4 schools ➤ 30%-39%: 7 schools ➤ 40%-49%: 8 schools ➤ 50%-59%: 8 schools ➤ 60%-69%: 9 schools ➤ 70%-79%: 4 schools ➤ 80%-89%: 4 schools ➤ 90%-100%: 5 schools |
| A-F ACCOUNTABILITY | A-F ACCOUNTABILITY | A-F ACCOUNTABILITY |
| <ul style="list-style-type: none"> ➤ A: 13 schools ➤ B: 28 schools ➤ C: 10 schools ➤ D: 5 schools ➤ F: 0 schools | <ul style="list-style-type: none"> ➤ A: 8 schools ➤ B: 23 schools ➤ C: 22 schools ➤ D: 10 schools ➤ F: 1 school | <ul style="list-style-type: none"> ➤ A: 8 schools ➤ B: 17 schools ➤ C: 16 schools ➤ D: 5 schools ➤ F: 4 schools |

*Cohorts 1 - 6 data; see previous IPLI Annual Reports at 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 -- 56
Cohort 8 Principals -- 64
Cohort 9 Principals -- 50



COHORT 7 ACHIEVEMENTS:

- In year two, teams consisting of the principal and two teacher-leaders from each school engaged in an intense study of their schools using the High-Reliability Schools™ framework. Based on 40 years of educational research, this framework 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. Then, teams developed action research projects focused on increasing the learning capacities of their schools.
- Fifty-two team action research projects were completed and posted on IPLI's website as a resource for Indiana schools. Outstanding projects will be selected to present at the Indiana Association of School Principals Fall Professionals Conference on November 21—23, 2021.
- Two principals presented their first-year, individual action research projects at the Indiana Association of School Principals Fall Professionals Conference on November 22-24, 2020.

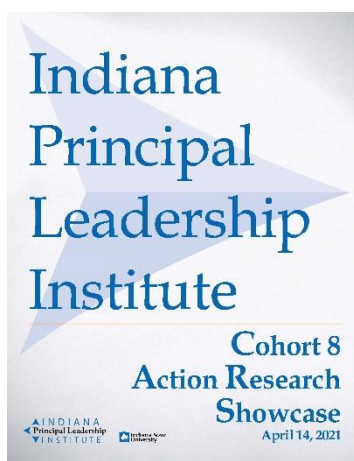
| 2020 Action Research Showcase | | 2021 Showcase of Schools | |
|-------------------------------|------------------|---|------------------|
| Tonic | Number Presented | Teams' Action Research Topics | Number Presented |
| Instructional Leadership | 14 | Safe, Supportive, & Collaborative Culture <ul style="list-style-type: none"> • Providing Student Support (Social/Emotional, PBIS, Living Wholehearted, Trauma-Informed Schools) • Pursuing Purposeful PLCs • Improving Relationships (Students & Staff) • Improving Communication • Improving School Safety | 14 |
| Management | 11 | | |
| Self-Improvement | 10 | | |
| Building Leadership Capacity | 5 | | |
| Communication | 4 | Effective Teaching in Every Classroom <ul style="list-style-type: none"> • Creating an Instructional Model • Implementing Instructional Rounds • Improving Classroom Instruction | 37 |
| Building Relationships | 4 | | |
| | | Guaranteed & Viable Curriculum <ul style="list-style-type: none"> • Mapping Essential Standards • Development of Vocabulary Program | 1 |

Cohort 7 graduated in-person after a year of virtual seminars.



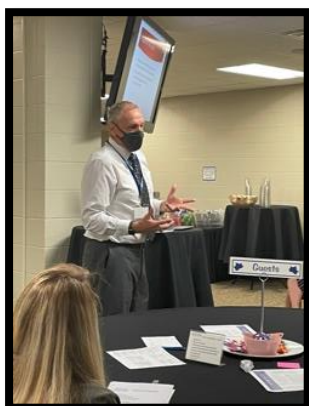
COHORT 8 ACHIEVEMENTS:

- In year one, principals are assigned to a regional focus cohort to receive ongoing action research coaching and regional networking. Fourteen regional cohorts were created and met monthly.
- Sixty-one 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 their 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.
- Outstanding projects will be selected for presentation at the Indiana Association of School Principals Fall Professionals Conference November 21-23, 2021.



2021 Action Research Showcase

| Topic | Number Presented |
|----------------------------|------------------|
| Instructional Leadership | 25 |
| Self-Improvement | 16 |
| School Culture | 5 |
| Management | 4 |
| Engaging Parents/Community | 3 |
| Collaboration | 1 |



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. IASP provides facilities for mentor training sessions and IPLI Advisory Board meetings at no charge.

Another excellent 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 of the Career Center and served as a mentor in Cohorts 2, 4, 6, Extended 2 and is currently a mentor for IPLI Extended Cohort 3. In addition, she serves on the IPLI Advisory Board.

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

In 2013-2014, 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 created the Indiana New Administrator Leadership Institute (INALI) through IASP. Modeled after IPLI, the INALI program builds upon the annual IASP New Administrator Conference. It creates ongoing support through seminars, mentoring, regional meetings and communication, and online, on-demand. 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 six years, and Cohort 8, with over 80 new school leaders, will begin in July 2021.

INALI Impact (Cumulative)

Total # of New Administrators Impacted

Year 1: 45
Year 2: 98
Year 3: 168
Year 4: 246
Year 5: 306
Year 6: 379
Year 7: 459

Total # of Teachers Impacted

Year 1: ~2,027
Year 2: ~4,661
Year 3: ~8,236
Year 4: ~11,964
Year 5: ~14,920
Year 6: ~19,054
Year 7: ~123,113

Total # of Students Impacted

Year 1: ~30,413
Year 2: ~68,217
Year 3: ~123,769
Year 4: ~183,988
Year 5: ~227,903
Year 6: ~291,190
Year 7: ~355,190

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 Indiana Secretary of Education, Dr. Katie Jenner. Members serve a four-year term beginning May 1 in the year of appointment. **Ms. Shawn Wright Browner**, Principal of the JEL Center in Washington Township, will serve as Chairperson for the board. The board meets in October and June each year.

| Groups | 2021-2025 Board Members |
|--|--|
| Indiana Secretary of Education Appointment | Dr. Jason Callahan, Assistant Secretary of Student Pathways & Opportunities, Indiana Department of Education |
| Practicing public school principals | Aretha Britton, Principal, Rhoades Elementary MSD Wayne Township, Indianapolis 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 which are members of the faculty of a state-supported university | Dr. Steve Gruenert, Professor, Indiana State University Department of Educational Leadership |
| Practicing school superintendents | Rob Moorehead, Superintendent, South Ripley School Corporation |
| Parents of public-school-age children | Dr. David Hoffert, Superintendent, Warsaw Community Schools |
| Practicing public school teachers | Kelly Amos, Elementary Teacher at Richmond Community Schools |
| Members of the business or industry community | Rick Burger, Duke Energy, Terre Haute |
| Ex Officio's | Dr. Todd Bess, Executive Director, Indiana Association of School Principals Dr. Jon T. Coopman, Executive Director, Indiana Association of Public School Superintendents, Indianapolis Dr. Robert Taylor, Associate Executive Director, Indiana Association of Public School Superintendents, Indianapolis Greg Goode, Government Relations Executive Director, Indiana State University The Honorable Jon Ford, Indiana State Senator |

PROJECTED BUDGET:

| DESCRIPTION | 2020-2021 | 2021-2022 |
|---|------------------|------------------|
| Projected Expenditures: | | |
| Personnel <ul style="list-style-type: none"> Salaries for Director, Program Coordinator, Student Workers Benefits for Director, Program Coordinator | \$210,000 | \$180,000 |
| Contracted Services <ul style="list-style-type: none"> Mentor stipends Speaker stipends Data collection and analysis Consultant stipends | \$240,000 | \$245,000 |
| Program Delivery Expenses <ul style="list-style-type: none"> Mentor travel reimbursement (seminars, site visits, regional meetings) IPLI personnel travel (seminars, regional meetings, conferences, association meetings) Speaker and consultant travel Postage Phone and fax lines Printing services | \$75,000 | \$90,000 |
| Other Services <ul style="list-style-type: none"> IASP memberships IASP conference registrations Food for seminars Seminar facility costs | \$105,000 | \$115,000 |
| Total Supplies | \$20,000 | \$20,000 |
| Expenditures Total | \$650,000 | \$650,000 |
| Projected Revenue: | | |
| State Appropriation | \$600,000 | \$600,000 |
| District \$1,000/Principal (1 year only) | \$50,000 | \$50,000* |
| Revenue Total | \$650,000 | \$650,000 |

INDIANA STATE UNIVERSITY IN-KIND CONTRIBUTIONS: 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.

Faculty members from the ISU Department of Educational Leadership's PK-12 Building and District administration program serve as a resource for IPLI and oversee the awarding of graduate credit for participation in IPLI. Dr. Steve Gruenert is the department liaison to IPLI and serves on the IPLI Advisory Board.

OVERVIEW OF IPLI TWO-YEAR PROGRAM:

YEAR 1 — FOCUS ON THE PRINCIPAL

| Month | Focus/Activities | Speakers |
|---------------------|--|--|
| July: 2 days | Two-Day Summer Seminar: <ul style="list-style-type: none"> • Understanding action research • Leadership development • Regional focus-cohort meetings | <ul style="list-style-type: none"> • Dr. Kelly Andrews Overview of IPLI • Leadership Keynote – TBA each year • Dr. Nancy Dana - Overview of action research & mini AR projects • Two Leadership Keynotes – Dr. Todd Whitaker and TBA |
| August | Regional Focus-Cohort Meetings: <ul style="list-style-type: none"> • Share the progress of mini AR projects • Hot topics/issues | |
| September | Seminar - Focus on Principal as Instructional Leader: <ul style="list-style-type: none"> • Leadership development • Building-level hot topic sessions • Regional focus-cohort meetings -start developing leadership AR project | <ul style="list-style-type: none"> • Dr. Nate Regier – Process Communication Model with Dr. Ryan Donlan and Ms. Emily Tracy |
| October | Regional Focus-Cohort Meetings: <ul style="list-style-type: none"> • Continued development of leadership AR project • Hot topics/issues | |
| November | Seminar - In conjunction with IASP Conference: <ul style="list-style-type: none"> • Leadership development • Attendance at the State conference Sunday, Monday, and Tuesday • Regional focus-cohort meetings | <ul style="list-style-type: none"> • IASP Leadership Keynotes: Sunday, Monday, and Tuesday - TBD • Concurrent sessions: Monday and Tuesday |
| December | No meetings | |
| January | Seminar - Focus on Principal as Instructional Leader: <ul style="list-style-type: none"> • Leadership development • Progress update on individual leadership action research projects • Building-level hot topics • Regional focus-cohort meetings | <ul style="list-style-type: none"> • Leadership Keynote – Dr. Rhonda Roos – The Principal Toolbox • Dr. Steve Gruenert –Selecting Teacher Leaders |
| February | Regional Focus-Cohort Meetings: <ul style="list-style-type: none"> • Progress report on individual leadership AR project • Hot topics/issues | |
| March | Regional Focus-Cohort Meetings: <ul style="list-style-type: none"> • Progress report on individual leadership AR project • Hot topics/issues | |

OVERVIEW OF IPLI TWO-YEAR PROGRAM (Continued):

YEAR 1 — FOCUS ON THE PRINCIPAL (Continued)

| Month | Focus/Activities | Speakers |
|----------|--|---|
| April | Seminar – Action Research Showcase: <ul style="list-style-type: none"> • Leadership development • Understanding and shaping school culture • The results of the AR leadership project shared by the principal • Reviewing school culture data • Continued discussion on the selection of teacher-leaders • Building-level hot topic sessions | <ul style="list-style-type: none"> • Dr. Kelly Andrews: Overview of IPLI Year 2 • Dr. Steve Gruenert - <i>School Culture</i> and selecting year two teacher-leaders |
| May/June | Regional Focus-Cohort Meetings: <ul style="list-style-type: none"> • Selecting teacher-leaders for year two • Analyzing Culture data • Using AR as part of a continuous learning cycle for school leaders • Hot topics/issues | |

Speakers for Year 1



Dr. Nancy Dana



Dr. Todd Whitaker



Dr. Steve Gruenert



Dr. Nate Regeir



Dr. Rhonda Roos

OVERVIEW OF IPLI TWO-YEAR PROGRAM (Continued):

YEAR 2 — FOCUS ON THE SCHOOL

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

OVERVIEW OF IPLI TWO-YEAR PROGRAM (Continued):

YEAR 2 — FOCUS ON THE SCHOOL (Continued)

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

In addition,

- Each year mentors from both cohorts 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.

Dr. Tammy Heflebower presents *The Journey to Becoming a Professional Learning Community - Safe and Collaborative culture* during the Summer Seminar each year.



IPLI EXTENDED: The feedback IPLI receives from its principals, mentors, teacher-leaders and superintendents are continuously utilized to make improvements to the two-year program. An example of this is the recent creation of IPLI Extended—an annual professional development program for IPLI graduates. Modeled after IPLI, IPLI Extended is a one-year program that 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 selects 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 the cost of \$150 per participant. IPLI also offers a reduced rate for IASP membership and conference registration as part of the program.



Cohort 1 launched on July 10, 2019, during the IPLI Summer Seminar. The theme for the year focused on the work of Dr. John Hattie—*Ten Mindframes for Visible Learning*, the mind frames educators need to adopt to maximize student success. Dr. Hattie shared his research and implications for educators at the Summer Seminar. Dave Nagel continued the conversations in September and January, focusing his presentations on creating assessment-capable visible learners and building teacher efficacy.

IPLI Extended **Cohort 2** was a virtual experience for all of the seminars that began on September 24, 2020. Forty-eight principals and more than 60 teacher-leaders worked with Dr. Phil Warrick from Marzano Research to delve deeper into ensuring *Effective Teaching in Every Classroom*. The Indiana Department of Education paid the registration fees for IPLI graduates and their teacher-leaders for the 2020-2021 cohort.

Launching **Cohort 3** with the theme, *"Advancing Equity and Inclusion Through Culture, Effective Teaching, and Curriculum,"* encompasses the first three levels of HRS studied in year 2 of IPLI. Graduates will look through the lens of equity and inclusion as they hear from Dr. Anthony Muhammad, Dr. Tameka Hobbs, and Dr. Dennisha Murff, who will share their knowledge and expertise from the field.

OVERALL RESULTS: Early data substantiates IPLI's dramatic impact on school administrators, both personally and professionally, and their schools. Recent research suggests that it takes five years to fully stabilize and improve the teaching staff and implement complete policies and practices that positively impact the school's performance (Center for Public Education). Preliminary data indicate that IPLI affects 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 several years are not usable for comparison purposes.

Instead, IPLI conducted several statistical analyses on elementary, middle, and high school assessment passing rates and graduation rates from 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 of all measures.
- The combined IPLI cohorts were consistently above the statewide mean on testing pass rates at the high school level. In addition, the IPLI cohorts combined 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-C provide the following detailed data reports:

- IPLI Cohort 7 - 2020-2021 Seminar Exit Survey Results (Appendix A)
- IPLI Cohort 8 - 2020-2021 Seminar Exit Survey Results (Appendix B)
- IPLI Extended Cohort 2 - 2020-2021 Seminar Exit Survey Results (Appendix C)

The following table summarizes key results from IPLI Cohort 1-5. Unfortunately, due to the pandemic, program exit surveys were not conducted for Cohort 6 in April 2020.

Program Exit Surveys.

| 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 |
| I would recommend IPLI to other principals | 100% Yes | 100% Yes | 100% Yes |

OVERALL RESULTS (Continued):

| 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 | 95.40% 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 | 8.40 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 | 8.70 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 |

Due to the sudden closure of schools from COVID-19 in March 2020, IPLI did not receive exit surveys from Cohort 6. However, survey ratings and comments from every seminar and program exit survey have been reviewed to improve the program. As a result, superintendents state that IPLI has a significant impact on the leadership capacity of their principals. One-hundred percent (100%) of principals and 97% of superintendents would recommend the program to their respective colleagues. In addition, several principals indicated that IPLI was the best professional development experience they have had in their careers.



Casey Stansifer, Principal at Huntertown Elementary School and a Cohort 7 participant, has been dramatically impacted by the mentoring component of IPLI. He reflects,

"The IPLI program has been an invaluable resource to building my capacity as a leader. Gaining a perspective of issues and learning from systems and processes outside of my school district has helped shape the way I lead. David Robertson, my IPLI mentor, has helped me understand the value of leading with authenticity. I strive to put my concern for the people in my organization first because of Dr. Robertson's mentorship. Specifically, Dr. Robertson helped me understand that meaningful conversations with staff throughout the school year about their growth and progress are more valuable than any teacher evaluation rubric or effectiveness rating. He taught me that leading is listening. We accomplish more when we empathize with others' situations than when we try to "fix" things. Overall, the IPLI program has been transformative to my growth as a leader due to the opportunity to work closely with my mentor and a small cohort throughout the year."

IPLI'S RESPONSE TO COVID-19

- **Redeveloping April 2020 Seminar immediately:**
 - **April 2020** - Keynote speakers' presentations were recorded and shared with principals and teams for the AR Showcase and Showcase of Schools.
 - A virtual Cohort 6 graduation ceremony was created for mentors to use at their June regional focus-cohort meetings. The ceremony may be viewed at <https://youtu.be/BcJSeExGosI>.
 - Principals and teams recorded their action research presentations placed on the IPLI website as resources for colleagues and all Indiana educators.
- Increased Mentoring Support for Principals
- Virtual Seminars in **September, November 2020, and January 2021**
- Development and Sharing of Resources: www.indianapli.org/ipli-resources/eLearning
- Sharing of Resources Through Social Networking Sites such as Twitter and Facebook
- **April 2021** – In-person seminar in Indianapolis, masked and socially distanced. Only principals were invited to **Cohort 7 graduation** to keep attendance low for social distancing.

Dr. Phil Warrick from Marzano Research shared information virtually this year for Cohort 7, Year 2 on HRS 2, ***Effective Teaching*** and HRS 3, ***Guaranteed & Viable Curriculum*** in September and January. He also supported Extended Cohort 2 with ***Digging Deeper into Effective Teaching***. Dr. Warrick is met with resounding praise for his work consistently from IPLI participants.



IPLI'S RESPONSE TO COVID-19

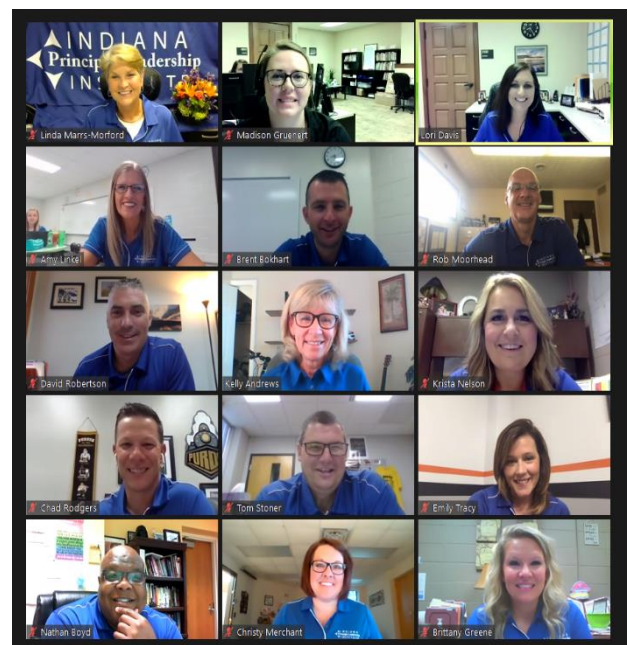


Cohort 6 Mentor Jane Rogers celebrated graduation with her four principals, Wendy Ivey, Nancy Campbell, Rob Willman, and Michelle Ginkins, at a local restaurant.



IPLI Cohort 6 Mentor Angie Harris utilized a hybrid format to celebrate graduation with her principals. Angileah Bark, Jennifer Coyle, and Haley Ringwald Zoomed in while Richard Brown, Karalyn Skinner, and Ashley Hammond met face-to-face.

Online training of all mentors was received warmly and with high praise for innovative use of technology. It helped to prepare our mentors to work with principals in a virtual format.

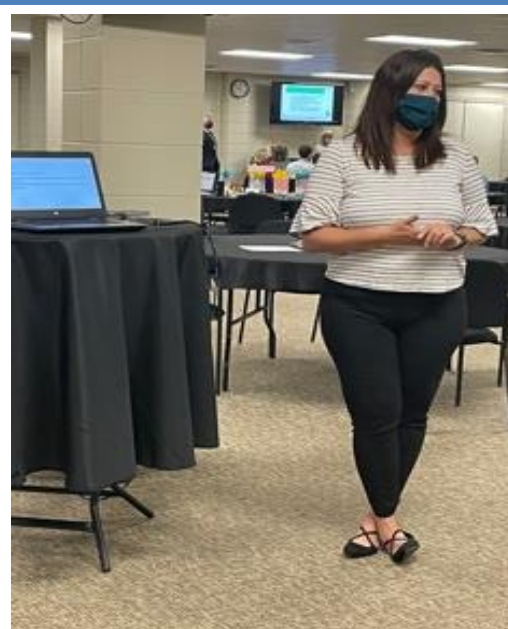


MOVING FORWARD: The 2021-2022 school year promises to be a year of change once again for IPLI. The COVID-19 pandemic will continue to impact IPLI and our Indiana schools. As a result, the 2021 Summer Seminar is being held in-person with protocols that adhere to university and state guidelines.

As IPLI moves into year nine, adjustments to the curriculum to build leadership capacity in Year 1 are on the horizon, and we look forward to gathering data on the impact of this change. IPLI will also move forward with plans to study the long-term effects of IPLI on school leaders and their institutions, beginning with Cohort 1. Due to 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 perceptual impact of the program. IPLI will also examine other factors such as principal turnover to determine IPLI's long-term influence on school leadership and student achievement.

The IPLI Director and Leadership Team continue to share the work of IPLI through conference presentations and publications. In addition, 8 IPLI graduates presented at the 2020 Indiana Association of School Principals Fall Professionals Conference. Proposals to present Cohort 7 team research and Cohort 8 individual research at the 2021 IASP Fall Professionals Conference will be submitted in July.

IPLI continues to share the success of the program on a national level. IPLI jointly hosted the U.S. Department of Education's Office of Elementary and Secondary Education the first National Principal Leadership Summit on November 13 and 14, 2019. Plans are currently underway for another summit soon.



Cohort 8, Brittany Cooper, New Market Elementary

Indiana is a leader in innovative support for Principals and their schools. The support our school leaders are receiving is invaluable, as the comments from our participants indicate.

IPLI continues to grow, and the vision provided by the General Assembly is being realized and expanding. Here at IPLI, we are looking forward to another great year of learning.



INDIANA NEW ADMINISTRATOR LEADERSHIP INSTITUTE (INALI): Recognizing the need for support and professional development for new school administrators, in 2014, IPLI, the Indiana Association of School Principals (IASP), and the Indiana Association of Public School Superintendents (IAPSS) partnered to create the Indiana New Administrator Leadership Institute (INALI). Modeled after IPLI, INALI is funded through corporation contributions, grants, and IASP support. Since its inception, over 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 | |
| July: 2 days | INALI New Administrator Workshop and Evaluation Training | | July | INALI New Administrator Workshop | |
| August | Regional Meetings | | August | Regional Meetings | |
| September | INALI Seminar | | September | INALI Seminar | |
| October | Regional Meetings | | October | Regional Meetings | |
| November | IASP Assistant Principals/Deans Conference or IASP Principals Conference | | November | IASP Assistant Principals/Deans Conference or IASP Principals Conference | |
| December | No Meetings | | December | No Meetings | |
| January | Regional Meetings | | January | Regional Meetings | |
| February | INALI Seminar | | February | INALI Seminar & Graduation | |
| March | Regional Meetings | | March | Regional Meetings | |
| April | Regional Meetings | | April | Regional Meetings | |
| May/June | Regional Meetings | | May/June | Regional Meetings | |

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 IASP and IPLI websites will be updated regularly to include resources for new administrators.
- IPLI will publish quarterly newsletters to provide information and resources for school leaders.
- IASP and IPLI will utilize various social media networks to communicate, develop professional networking, and provide resources for school leaders.
- IASP and 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:

- **Two years of membership in IASP;**
- **Two years of state conference attendance;**
- **Two years of professional development seminars in Indianapolis (July, September, February);**
- **Two years of mentoring by a retired or practicing administrator;**
- **Two 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);**
- **45 PGP points for each year of participation. Completion of INALI fulfills IMAP requirements.**

MOVING FORWARD: Based on the feedback from INALI participants, INALI continues to evolve. For example, in year two of INALI, participants had the option of attending the year-one seminars and the new cohort. INALI Participants recommended adding seminars targeted specifically for year-two participants. As a result, year two includes seminars focused on the needs of second-year newadministrators. In addition, INALI will focus on six areas within the School Leader Paradigm over the two-year cohort.

This summer, INALI will welcome over 80 new administrators to Cohort 8. Together, INALI, IPLI, and IPLI Extended provide an aligned system of support for school administrators to lead highly effective schools.



The Indiana New Administrators Leadership Institute (INALI) graduated 62 new school administrators on February 5, 2020, as part of Cohort 5.




APPENDIX


A

IPLI Cohort 7, Year 2

2020-2021

Seminar Exit Survey Results

| Activity | Overall Seminar Rating | IPLI COHORT 7 - 2020-2021 SEMINAR EXIT SURVEY RESULTS: |
|--|------------------------|---|
| <p>September 22, 2020, Virtual Event</p> <p>Principals 8.81/10 (great impact)</p> <p>Teachers 8.64/10 (great impact)</p> <p>Speaker: Dr. Phil Warrick –</p> <p><i>The Journey to Becoming a Professional Learning Community – HRS 2 Effective Teaching In Every Classroom</i></p> | | <p>Key Takeaways from Exit Surveys</p> <ul style="list-style-type: none"> • <u>Impact on Learning</u> <ul style="list-style-type: none"> • Excellent content. The use of Zoom was effective. Teams were offered time to process the ideas and discuss with teams. • Practical examples and information with sufficient breaks to talk about it as a group. • This seminar was highly engaging. Dr. Warrick was enthusiastic and knowledgeable about the topic, and I felt we were having a conversation over a cup of coffee. • <u>Action Research</u> <ul style="list-style-type: none"> • Need to balance presentations with team time • Today helped solidify our AR...fingers crossed! Great information to lead us in the right direction. • It was great working with the teacher leaders to brainstorm ideas that directly impact our teaching practices in the classrooms. • <u>Speakers</u> <ul style="list-style-type: none"> • Highly engaging, interesting, thought-provoking • Practical ways to increase our effectiveness as leaders • The speaker was excellent! I thoroughly enjoyed Dr. Warrick and felt like he was talking directly to me. It was refreshing and rejuvenating. • <u>What will you use in your building immediately?</u> <ul style="list-style-type: none"> • We will begin forming our official instructional model. • We are defining things we should see in every classroom, every day. • Our instructional commitments and what we should see in our classrooms every day. |
| | | <p><i>Message From the Principal</i></p>  |

| Activity | | Overall Seminar Rating | IPLI COHORT 7 - 2020-2021 SEMINAR EXIT SURVEY RESULTS: | |
|--|---------------------------|------------------------|---|--|
| | | | Key Takeaways from Exit Surveys | |
| January 26, 2021 Virtual Event | | | <ul style="list-style-type: none"> • <u>Impact on Learning</u> <ul style="list-style-type: none"> • A wonderful mix of reliable and data-supported measures to improve the school and provide real-world examples can be utilized immediately. • Vocabulary is a high leverage piece that I am excited to implement soon. • I am 63 years old and wish I could retire; however, I have done the math and can comfortably retire in 44 more years. 😊 Despite all of that, I feel renewed, invigorated, and eager to focus on staff development and cohesiveness to improve student learning. • <u>Speakers</u> <ul style="list-style-type: none"> • Dr. Phil Warrick is relatable and knowledgeable, has good pacing, and engaging. • I appreciate his focused delivery and small group discussion time and examples and experiences within the presentation. • <u>Action Research</u> <ul style="list-style-type: none"> • Ready to go. • It is a challenging year with COVID issues, but I am thankful for the patience and flexibility showed by our leaders. • We don't feel entirely comfortable because of the staff's feeling of being overwhelmed. Between virtual and hybrid students in class, we have experienced much change. We have been given the tools, but we are in a unique atmosphere this year, yet we are moving forward. • <u>What will you use in your building immediately?</u> <ul style="list-style-type: none"> • How to implement meaningful vocabulary. • Expectations and prioritizing standards. • Vocabulary is a high-leverage piece we are excited to implement. | |
| Principals | 8.82/10 (great impact) | | | |
| Teachers | 8.35/10 | | | |
| Speaker: Dr. Phil Warrick – <i>The Journey to Becoming a Professional Learning Community – HRS 3 Guaranteed and Viable Curriculum</i> | | |  | |

IPLI COHORT 7 - 2020-2021 SEMINAR EXIT SURVEY RESULTS:

April 13, 2021,
In-Person Event

Key Takeaways from Exit Surveys

Principals 9.19/10
(great impact)

Teachers Teachers did not attend due to Covid Restrictions

Speaker:
Dr. Tony Sinanis -

Seven Lasting Leadership Lessons

- **Impact on Learning**
 - I learned a lot from listening to the presenters in the Showcase of Schools. In addition, I went to presentations similar to my AR project to help me continue to take our AR project in the coming year.
 - It is always good to hear where other schools are and their steps to get where they are.
 - Each principal presented quality work. I took several notes on ideas to consider for implementation in my building.
- **Speakers**
 - I have followed Dr. Sinanis on Twitter for a while, so it was great to hear him speak in person. He offers a perspective that many do not get to hear, and as school leaders, we should strive to accept others and their talents and support them by creating an inclusive environment in our schools.
 - I feel that this was a weaker presentation/take-home message than the rest of the speakers. However, to no discredit to Tony, the bar has been set very high through the course of IPLI.
 - I loved the energy, personal stories, and the 7 Lasting Leadership Lessons.
- **Action Research**
 - Although it was scary at first, it became an excellent tool to push our building forward.
 - I love the framework provided and the freedom to choose something that would be helpful to our buildings.
 - We are excited to continue the work next year. We saw improvement at our school through instructional rounds. We think we gave our staff a positive voluntary experience this year, which will help move our AR project school-wide next year.
- **What will you use in your building immediately?**
 - 7 Lasting Leadership Lessons. I made a handout to give our principals the next day.
 - Asking teachers what is on their mind and what do they need.
 - How to utilize action research to develop effective plans. I liked the process and found it helped us hone in on what was needed.





APPENDIX

B

IPLI Cohort 8, Year 1


2020-2021

Seminar Exit Survey Results

| Activity | | Overall Seminar | Key Takeaways from Exit Surveys |
|--|---------------------------|-----------------|--|
| Summer Seminar July 14-15, 2020 | | | <ul style="list-style-type: none"> • <u>Impact on Learning</u> <ul style="list-style-type: none"> • Great people, great opportunity for myself to grow and help others do the same! I love the reflective and individual nature of this program and its components. I like the big group, small group dynamics. • Dr. Whitaker's comments regarding leaders taking the initiative to make difficult decisions and standing by their choices struck a chord. • Dr. Dana made the action inquiry process easy to understand. I appreciate her sharing the presentation with us. • <u>Speakers</u> <ul style="list-style-type: none"> • Thankful for the relevant and essential information and strategies that were shared! Dr. Whitaker is engaging and inspiring! • Dr. Whitaker gave me a lot to think about leading and not leaving things to chance. If we don't lead or teach something, others will fill in ideas with bad results. • While it seemed overwhelming at first, Dr. Dana put Action Research into perspective and how it formalizes what we do every day as principals. • <u>Action Research</u> <ul style="list-style-type: none"> • Great AR discussion and introduction today. This was powerful to begin to think about me as a leader and how I will be more actionable, collect data, and use the tools I have available to change or question a practice I have or don't have. • Dr. Dana did a great job at leading us through the action research. She broke it down into easy-to-understand steps. I loved the examples that were given. This helped me grasp what we are going to be doing. • Still have some questions, but I feel this will be a great thing for helping me grow. • <u>What will you use in your building immediately?</u> <ul style="list-style-type: none"> • One action step that I will take from listening to Dr. Whitaker's presentation will be for my admin team (dean, social worker, and myself) to make personal phone calls to all families before school starts. • The power of my position to influence the school both in a good and bad way. I am the lead learner! Be open to change and get to know yourself (the good and the bad). |
| Principals | 8.95/10 (great impact) | | |
| Speakers: | | | |
| Dr. Todd Whitaker – | | | |
| <i>What Great Principals Do Differently</i> | | | |
| Dr. Nancy Dana – | | | |
| <i>The Power and Passion of Action Research</i> | | | |

| Activity | Key Takeaways from Exit Surveys |
|--|--|
| <p>September 23, 2020</p> <p>8.59/10 Great Impact!</p> <p>Speaker: Dr. Rhonda Roos –</p> <p><i>The Principals' Toolbox</i></p> | <ul style="list-style-type: none"> • <u>Impact on Learning</u> <ul style="list-style-type: none"> • Great content. Virtual makes it hard to connect with others and have conversations. But still great collaboration. • It is great to get to talk to different leaders about their experiences. Sharing ideas makes a significant impact on our practice. • Information regarding addressing the fundamental problems, not the symptoms. • <u>Speakers</u> <ul style="list-style-type: none"> • I appreciated the concrete information Dr. Roos presented regarding leadership and handling many issues we are currently facing. Very timely and very helpful. • Dr. Roos is impressive. I was fortunate to hear her in INALI, and I learn more every time. • Dr. Roos gave specific examples for each tool in our principal toolkit. A very productive conversation with my group. • <u>Action Research</u> <ul style="list-style-type: none"> • I am so excited about this part of the program. As we meet with our mentors, I think it will get even better. • I feel better about the project after learning more about it today. However, I need some time to sit down with the project to better wrap my head around it. • I am excited to begin and grow as an administrator. • <u>What will you use in your building immediately?</u> <ul style="list-style-type: none"> • I am focusing on building a leadership team. • To become a more thorough researcher for use with the staff. • Being more deliberate with my time, communication, and planning for my day and ending my day. Staying recharged, taking time after hours so I can begin refreshed for the next day. |



| Activity | Key Takeaways from Exit Surveys |
|---|--|
| <p>January 27, 2021</p> <p>9.0/10 Great Impact!</p> <p>Speaker: Dr. Michael McDowell –</p> <p><i>Visible Learning for Leaders</i></p> | <ul style="list-style-type: none"> • <u>Impact on Learning</u> <ul style="list-style-type: none"> • Creating habits of practice, continue to prioritize instruction, tied to student evidence. • Culture will always destroy change; when attempting to change a culture, the starting point is changing a task or solving a problem. • <u>Speakers</u> <ul style="list-style-type: none"> • Dr. McDowell is a great speaker with lots of information that makes you think about education in a different light. • Well organized, good energy, and excitement about learning. • Just what I needed to hear. Dr. McDowell's talk created some positive self-reflection on how we operate. • <u>Action Research Process</u> <ul style="list-style-type: none"> • I can see now how it is evolving. • Waiting for the data to come in, I need to do a little more refining, but things are moving along well. • <u>What will you use in your building immediately?</u> <ul style="list-style-type: none"> • Leadership skills relating to our work on having a strong instructional leadership focus. • Working with staff to help build assessment capable learners. This was helpful and provided some clear next steps. • We will work to obtain student feedback. The chart of questions to ask students was so valuable.  |

| Activity | Key Takeaways from Exit Surveys |
|--|--|
| <p>April 14, 2021</p> <p>8.65/10</p> <p>Great Impact!</p> <p>Speaker Dr. Steve Gruenert –</p> <p><i>School Culture Rewired</i></p> | <ul style="list-style-type: none"> • <u>Impact on Learning</u> <ul style="list-style-type: none"> • I enjoyed IPLI. It made me step outside my comfort zone and focus on my leadership rather than my teachers or students in this first year. My mentor did a great job offering suggestions and supporting me through the process. It helped me be more intentional with tasks that I want to accomplish but haven't felt I had the time to do. • When I first began, I wanted to help others but realized quickly that the first year of IPLI needed to grow my leadership. With that emphasis, I have found that increasing my capacity will help others and open them to self-growth. • In honesty, I felt overwhelmed in putting together a presentation in the year that we had. However, I was so impressed by the other presenters who talked about their projects that I don't think I would change anything about IPLI. I learned so much about myself and my school. • <u>Speakers</u> <ul style="list-style-type: none"> • Dr. Gruenert's presentation hits home with my staff and the transitions our school has been through. • Extremely valuable content. I thought about his presentation the whole trip home and shared it with assistant principals. • I have always enjoyed Dr. Gruenert's work, and hearing him discuss it was powerful. • <u>Action Research</u> <ul style="list-style-type: none"> • So relevant and relatable. Good to know other principals are worrying about the same things and working through the same problems. • I learned a lot based on this research project and enjoyed hearing about similar experiences from other principals. • AR allowed me to gain insight into other administrator's wondering and issues. I took notes on strategies and ideas that were shared by others. So many were similar to what I see in my building. • <u>What will you use in your building immediately?</u> <ul style="list-style-type: none"> • My action research project is something that will be a staple at our school for years to come. • Finding the "easy wins" from my school culture survey and beginning to tackle one as the year comes to a close. • I understand the difference between culture and climate. However, I will be looking at my school in a different way. |



APPENDIX


C

IPLI Extended Cohort #2

2020-2021

Seminar Exit Survey Results

| Activity | | Overall Seminar Rating | Comment Themes from Exit Surveys |
|--|---------------------------|------------------------|---|
| Seminar September 24, 2020 | | | <ul style="list-style-type: none">• <u>Impact on Learning</u><ul style="list-style-type: none">• It was a good reminder of effective teaching strategies.• Best Zoom conference I have attended. So very well organized and managed. It was so great to be back learning and filling our professional learning buckets.• I am so excited to have the opportunity to continue my professional development in high-reliability schools.• <u>Speakers</u><ul style="list-style-type: none">• Dr. Warrick is excellent, and his content is meaningful and valuable to my school district.• Meaningful and timely. Thought-provoking conversations. An excellent continuation of our work from last year.• Dr. Warrick has a wealth of knowledge and gives practical applications to our craft.• <u>What will you use in your building immediately?</u><ul style="list-style-type: none">• I am revitalizing my walkthrough form to include adult action and student response.• The information about chunking lessons and the need for a brain change every 20 minutes will be our focus.• We are revisiting our instructional snapshot with our entire staff. |
| Principals | 9.07/10 (great impact) | | |
| Speaker: Dr. Phil Warrick – <i>Digging Deeper into HRS 2 Effective Teaching in Every Classroom</i> | | | |

A logo featuring a red apple with a green leaf and a yellow heart in the center. The word "TEACHING" is written in a bold, black, sans-serif font, arched over the top of the apple. Below the apple, the phrase "...is a work of heart" is written in a black, cursive script font.



| Activity | | Overall Seminar Rating | Takeaways from Exit Surveys |
|--|---------------------------|------------------------|---|
| Seminar January 25, 2021 | | | <ul style="list-style-type: none">• <u>Impact on Learning</u><ul style="list-style-type: none">• My favorite part was watching real-life teaching examples and discussing and evaluating those examples in small groups.• We loved the content. We are excited to process and relate this information to our building.• <u>Speakers</u><ul style="list-style-type: none">• It was great to connect with other schools and hear how they are working towards school improvement. The speaker was very knowledgeable and gave specific strategies to help address professional and instructional growth.• Dr. Warrick is an outstanding presenter. He thoroughly explained all aspects of the seminar. In addition, I loved the breakout rooms to hear from others.• <u>What will you use in your building immediately?</u><ul style="list-style-type: none">• We will be focusing observations and feedback on a teacher-selected goal area and giving specific feedback with strategies and a rubric to drive improvement.• The elements to use during observations that will provide better quality feedback.• To develop a consistent model for instruction within all classrooms. |
| Principals | 9.29/10 (great impact) | | |
| Speaker: Dr. Phil Warrick – <i>Digging Deeper into HRS 2 Effective Teaching in Every Classroom</i> | | | |



IPLI Extended Cohort #2 did not participate in the Summer Seminar as the summer speakers were moved to November at the IASP Fall Conference in a virtual format due to COVID. However, cohort #2 and all IASP participants of the fall conference could participate with the speakers via Zoom.

Looking ahead to Cohort #3, IPLI will be back on a schedule to offer opportunities for IPLI graduates to interact with the active Regional Focus Cohorts during the seminars in person. Additionally, cohort groups will maintain a 1:5 ratio with an experienced mentor to guide and provide direction for them. Finally, building levels will form building level groups and central office groupings as we begin to see IPLI graduates move into Central Office positions and have different needs than active principals.

Final Thoughts

IPLI continues to grow and looks to the future to serve the needs of more school leaders throughout the state of Indiana. Feedback from the participants is vital to making adjustments to serve them better each year. 2020-2021 was a learning year with most contact through 2-dimensional means to keep everyone safe from COVID-19. However, upholding the best practices from the year of learning and hearing from our principals that we need each other more than ever drives the work of sharing wisdom face to face. Energy in the room is a catalyst for growth.

Additionally, IPLI is grateful for the Indiana Department of Education who funded each participant in Cohorts 7 & 8 and Extended Cohort 2 for the 2020-2021 school year. During a time of great uncertainty for our Indiana districts, this was a welcome relief to superintendents that they could provide their principals with high-quality professional development in a time of uncertain financial responsibilities.

IPLI is grateful for the Indiana General Assembly and the partnerships forged with statewide colleagues to increase leader and school growth for Indiana's children.

"Great Principals, Great Schools!"

