

# Annual Report 2022

Indiana Principal Leadership Institute

May 2022

Prepared by

Dr. Kelly Andrews,  
IPLI Director



# 2022 IPLI Annual Report

## Letter from the Director:

As the Indiana Principal Leadership Institute (IPLI) Director, it is an honor to present the 2022 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 of Indiana recognized the impact principals have on schools and students. This one-of-a-kind leadership program is impacting principals and schools in unprecedented ways.

Coming out of the global pandemic, **Cohort 8**, which began in July 2020, experienced IPLI in a new and different way. No less impactful, they connected virtually in their first year while navigating their schools, the pandemic, and looking inwardly at growing themselves and their schools! They met each other by collaborating and doing research together in the second year culminating with the Showcase of Schools and celebrating their learning journey in April 2022. **IPLI Extended Cohort 3**, a one-year program for IPLI graduates focused on *Equity and Inclusion Through Culture, Effective Teaching, and Curriculum*. Their work together looked at ways to manage the societal issues facing schools during the pandemic.

Over the last twelve months, having a statewide principal professional learning community to support Indiana's school leaders as they have met the challenges of the 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. Focusing more specifically on **Cohort 9's** first year building leadership capacity, their work looked deeply into their communication skill sets and leveraged their strengths to build up themselves and their school communities. IPLI is growing Learning Leaders that are Leading Learners!

The following report includes a summary of the

1. Activities of the Institute,
2. Data on the number of individuals trained,
3. An analysis of the extent to which the purposes of the institute have been accomplished,
4. A proposal for programming and budget for the next two years.

IPLI continues to grow. In July, IPLI will welcome Cohort 10, consisting of almost 50 principals and ten mentors. IPLI Extended will welcome graduates for Cohort 4, focusing on leadership and personal wellness in "*Leadership in Times of Change*." The Indiana New Administrator Leadership Institute (INALI), a partnership with the Indiana Association of School Principals, will begin its ninth cohort with over 90 new school administrators this summer.

As Director of IPLI, I am excited for the future of schools in Indiana as the aligned system for principal professional development has never been more significant. IPLI, IPLI Extended, and INALI meet the need. IPLI is grateful for your ongoing support, trust, and dedication to education and educators during these challenging times shows Indiana's commitment to growing our schools and students. Thank you. Please reach out for any questions you might have about this report.

Sincerely,



Kelly A. Andrews, Ed. D.  
Director



### **IPLI MISSION**

*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 and increase the learning capacities of their schools.*

### **IPLI VISION**

*The vision of the Indiana Principal Leadership Institute is to be a nationally known model of intensive professional development, building and empowering Indiana principals to create a school culture that results in improved student outcomes for all children.*

# 1. Activities of the Institute

## Cohort 8

- In year two, teams consisting of the principal and two teacher-leaders from each school engage 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. IPLI focuses on the first three levels: Culture, Effective Teaching, and a Guaranteed and Viable Curriculum.
- 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-eight 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 in November 2022. The two-year journey for these principals culminated with a celebration of their work and a graduation ceremony guided by keynote speaker Annette Breaux.

### Cohort 8 Showcase of Schools Topics

- **HRS 1 - Safe, Supportive, & Collaborative Culture - 28**
  - Communication
  - Teacher/Student Support
  - School Support
  - PLC's
  - PBIS
- **HRS 2 - Effective Teaching in Every Classroom - 27**
  - Instructional Framework
  - Instructional Rounds
  - Instructional Leadership
  - Professional Development
  - Student Progress
- **HRS 3 - Guaranteed & Viable Curriculum - 3**
  - Goals and Data



Doyle Dunshee and Amy Yoos present their Year 2 Action Research with their Teacher-Leaders during the April Seminar.



## Cohort 9

- In year one, principals are assigned to a regional focus cohort to receive ongoing action research coaching and regional networking. Ten regional cohorts were created and met monthly, led by experienced mentors.
- Forty-eight principals and their mentors engaged in an intense study of key, research-based leadership behaviors shown to improve student achievement. Utilizing inventories and assessments to guide their work, principals engaged in a self-reflection of their strengths, challenges, and an understanding of how to build upon their leadership skill set.
- Each principal participated in Dweck's Mindset Assessment and a leadership inventory (the Personality Profile Inventory from the Process Communication Model). This data provides a leadership profile to identify strengths and areas for potential leadership growth. Using these data, principals developed a six-month action research project focused on increasing their leadership capacities.
- In preparation for moving into the second year, Cohort 9 principals spent time with Dr. Steve Grunert unpacking and learning more about **School Culture**. This topic assists them in moving into *High-Reliability Schools Level 1* as they gather data on their schools.
- Concluding the first year of sharing their research in round table presentations, several have been selected further to share their research at the 2022 Fall Professionals Conference.

### Cohort 9 Action Research Showcase Topics

- **Building Confidence in Leadership = 9**
- **Caring for Others = 2**
- **Communication = 7**
- **Connecting with Staff = 5**
- **Managing Stress/Distress = 6**
- **Self-Care = 9**
- **Shared Leadership = 2**
- **Time Management = 8**



Linda Biggs and James Bishir present their Year 1 Action Research during the April Seminar.

## IPLI Extended Cohort 4

- The feedback IPLI receives from its principals, mentors, teacher-leaders, and superintendents are continuously utilized to improve the two-year program. An example of this is the 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 \$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.
- **Cohort 2** was a virtual experience for all seminars beginning on September 24, 2020. Forty-eight principals and more than 60 teacher-leaders worked with Dr. Phil Warrick from Marzano Research to ensure ***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.
- **Cohort 3**, with the theme, ***"Advancing Equity and Inclusion Through Culture, Effective Teaching, and Curriculum,"*** encompassed the first three levels of HRS studied in year 2 of IPLI. Graduates peered through the lens of equity and inclusion as they heard from Dr. Anthony Muhammad, Dr. Tameka Hobbs, and Dr. Dennisha Murff, who shared their knowledge and expertise in the field.
- **Cohort 4** begins in July 2022 with the theme, ***"Leadership in Times of Change."*** Principals and guests will hear from Rick Wormeli, Doug Noll, and Dr. Michael Ruyle, sharing thoughts and research to navigate the coming years in educational leadership.

## 2. Data on the number of individuals trained

## 299 - Elementary Schools

## 77 - Middle/Junior High Schools

## 76 - High Schools

### 53 - Junior/Senior High Schools

## 7 - K-12 Schools

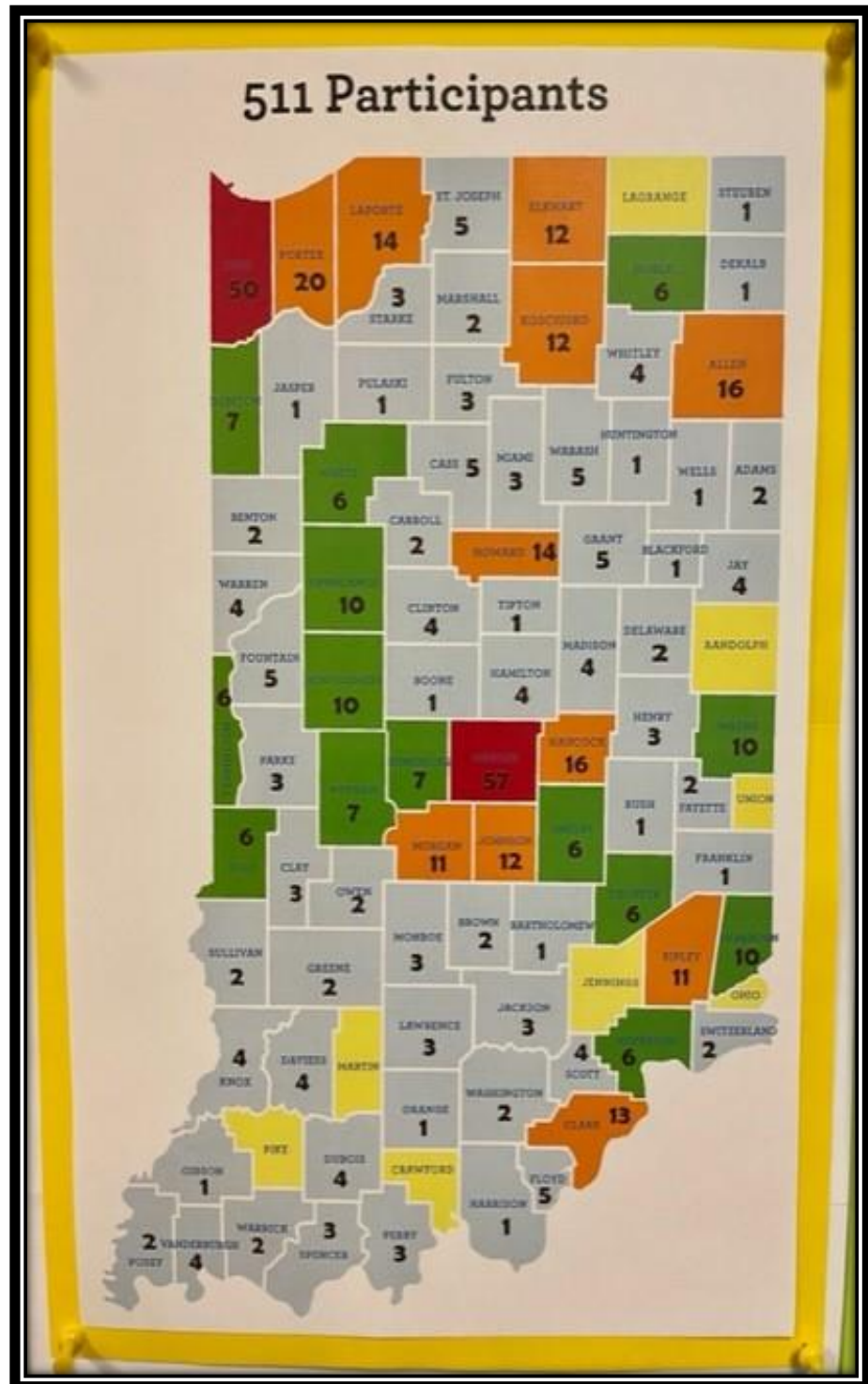
## 4 - K-8 Schools

## 1 - 4-12 Schools

## Public Charter Schools - 7

## Cohorts 1-9

2013-2022



<b>Cohort 8 2020-2022</b>	<b>Cohort 9 2021-2023</b>	<b>Cohort 10 2022-2024</b>
<ul style="list-style-type: none"> <li>➤ 64 Principals</li> <li>➤ 14 Mentors</li> </ul>	<ul style="list-style-type: none"> <li>➤ 47 Principals</li> <li>➤ 11 Mentors</li> </ul>	<ul style="list-style-type: none"> <li>➤ 46 Principals</li> <li>➤ 10 Mentors</li> </ul>
<b>BUILDING LEVELS</b>	<b>BUILDING LEVELS</b>	<b>BUILDING LEVELS</b>
<ul style="list-style-type: none"> <li>➤ 44 - Elementary Schools</li> <li>➤ 9 - Middle / Junior High Schools</li> <li>➤ 4 - Junior / Senior HighSchools</li> <li>➤ 4 - High Schools</li> <li>➤ 2 - K-12 Schools</li> <li>➤ 1 - K-8 School</li> </ul>	<ul style="list-style-type: none"> <li>➤ 29- Elementary Schools</li> <li>➤ 7- Middle / Junior High Schools</li> <li>➤ 5- Junior / Senior HighSchools</li> <li>➤ 5- High Schools</li> <li>➤ 1- K-12 Schools</li> </ul>	<ul style="list-style-type: none"> <li>➤ 27- Elementary Schools</li> <li>➤ 8- Middle / Junior High Schools</li> <li>➤ 3- Junior / Senior HighSchools</li> <li>➤ 6- High Schools</li> <li>➤ 2- K-8 Schools</li> </ul>
<b>FREE &amp; REDUCED</b>	<b>FREE &amp; REDUCED</b>	<b>FREE &amp; REDUCED</b>
<ul style="list-style-type: none"> <li>➤ 0.0%-19%: 1 schools</li> <li>➤ 20%-29%: 6 schools</li> <li>➤ 30%-39%: 9 schools</li> <li>➤ 40%-49%: 10 schools</li> <li>➤ 50%-59%: 12 schools</li> <li>➤ 60%-69%: 7 schools</li> <li>➤ 70%-79%: 9 schools</li> <li>➤ 80%-89%: 7 schools</li> <li>➤ 90%-100%: 3 schools</li> </ul>	<ul style="list-style-type: none"> <li>➤ 0.0%-19%: 1 school</li> <li>➤ 20%-29%: 4 schools</li> <li>➤ 30%-39%: 7 schools</li> <li>➤ 40%-49%: 8 schools</li> <li>➤ 50%-59%: 8 schools</li> <li>➤ 60%-69%: 8 schools</li> <li>➤ 70%-79%: 4 schools</li> <li>➤ 80%-89%: 1 schools</li> <li>➤ 90%-100%: 6 schools</li> </ul>	<ul style="list-style-type: none"> <li>➤ 0.0%-19%: 3 school</li> <li>➤ 20%-29%: 4 schools</li> <li>➤ 30%-39%: 7 schools</li> <li>➤ 40%-49%: 8 schools</li> <li>➤ 50%-59%: 10 schools</li> <li>➤ 60%-69%: 5 schools</li> <li>➤ 70%-79%: 2 schools</li> <li>➤ 80%-89%: 2 schools</li> <li>➤ 90%-100%: 3 schools</li> </ul>
<b>A-F ACCOUNTABILITY</b>	<b>A-F ACCOUNTABILITY</b>	<b>A-F ACCOUNTABILITY</b>
<ul style="list-style-type: none"> <li>➤ A: 8 schools</li> <li>➤ B: 23 schools</li> <li>➤ C: 22 schools</li> <li>➤ D: 10 schools</li> <li>➤ F: 1 school</li> </ul>	<ul style="list-style-type: none"> <li>➤ A: 8 schools</li> <li>➤ B: 17 schools</li> <li>➤ C: 14 schools</li> <li>➤ D: 5 schools</li> <li>➤ F: 3 schools</li> </ul>	<ul style="list-style-type: none"> <li>➤ A: 15 schools</li> <li>➤ B: 12 schools</li> <li>➤ C: 13 schools</li> <li>➤ D: 4 schools</li> <li>➤ F: 0 schools</li> </ul>



IPLI Direct Impact (Cumulative)	IPLI Indirect Impact
<p>The total # of Principals Impacted</p> <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> <li>• Year 8: 472</li> <li>• Year 9: 522</li> <li>• Year 10: 568</li> </ul>	<ul style="list-style-type: none"> <li>• Access for all Indiana educators to IPLI Action Research Projects completed by principals and school teams: <a href="http://www.indianapli.org">www.indianapli.org</a></li> <li>• Access to IPLI resources: <a href="http://www.indianapli.org">www.indianapli.org</a></li> </ul>
<p>Total # of Teachers Impacted</p> <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> <li>• Year 8: ~20,630</li> <li>• Year 9: ~22,458</li> <li>• Year 10: ~24,434</li> </ul>	<ul style="list-style-type: none"> <li>• Partnerships with Indiana Association of School Principals and Indiana Association of Public School Superintendents, Marzano Research, MSD Lawrence Township, and MSD Washington Township</li> </ul>
<p>Total # of Students Impacted</p> <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> <li>• Year 8: ~303,350</li> <li>• Year 9: ~324,554</li> <li>• Year 10: ~350,594</li> </ul>	<p>Impacting:</p> <p>~1,900 Indiana Principals</p> <p>~71,000 Teachers</p> <p>~1,135,000 Students</p>

### 3. An analysis of the extent to which the purpose of the institute has been accomplished

"Effective principals orient their practice toward focused instructional interactions with teachers, building a productive school climate, facilitating collaboration and professional learning communities, and strategic personnel and resource management processes." (Grissom, et al. 2021) Each of these practices is embedded in the curriculum of IPLI, and the effect of the IPLI two-year journey of study is visible to both principals and superintendents, as stated in exit surveys ratings at the end of every seminar and the two-year program.

This data substantiates IPLI's dramatic impact on school administrators and their schools personally and professionally by impacting school results indirectly as principals enable others to achieve more. However, research suggests that it takes five years to fully stabilize and improve the teaching staff and implement complete policies and practices that positively impact its performance (Center for Public Education). Therefore, it is imperative to allow principal and school growth to materialize over time after planting the seeds of knowledge.

The IPLI curriculum is a research-based opportunity for principals to learn skills and tools to position their practice toward a higher level of effectiveness. Indiana principals are poised to be learning leaders leading-learners.

Grissom, J. A., Egalite, A. J., & Lindsay, C. A. (2021). How principals affect students and schools. *Wallace Foundation*.

IPLI COHORT PRINCIPALS' RATINGS (Cohorts 1-8)			
Survey Item	Cohorts 1 - 5	Cohorts 7-8	Combined Ratings
Value of Overall Experience	9.23 out of 10	out of 10	
Overall Seminar Rating	8.79 out of 10	out of 10	
Value of Monthly regional focus- cohort meetings	8.56 out of 10	out of 10	
Value of the action research projects	8.58 out of 10	out of 10	
Value of including two teachers in year two	9.01 out of 10	out of 10	
Value of using the High-Reliability Schools Framework in year two	8.81 out of 10	out of 10	
Quality of the mentoring relationship	9.22 out of 10	out of 10	
I would recommend IPLI to other principals	100% Yes	100% Yes	

IPLI SUPERINTENDENTS' RATINGS (Cohorts 1-8)			
Survey Item	Cohort 1 - 5	Cohorts 7-8	Combined Ratings
Did the leadership capacity of your principal increase as a result of IPLI?	95.4% Yes	100% Yes	90% Yes
Impact of the IPLI seminars	8.56 out of 10	9.0 out of 10	8.78 out of 10
Impact of the mentoring provided	8.40 out of 10	8.0 out of 10	8.2 out of 10
Impact of the monthly regional focus-cohort meetings	8.39 out of 10	7.67 out of 10	8.0 out of 10
Value of including two teachers in year two	8.70 out of 10	9.0 out of 10	8.85 out of 10
Value of using the High-Reliability Framework in year two	8.69 out of 10	9.0 out of 10	8.85 out of 10
I would encourage other superintendents to provide the opportunity for their principals to participate in IPLI	98% Yes	100% Yes	99% Yes

Due to the sudden closure of schools from COVID-19 in March 2020, IPLI did not receive exit surveys from Cohort 6. The offering of virtual programming for Cohorts 7 and 8 also impacted principals' and their superintendents' experiences and perceptions. However, survey ratings and comments from every seminar and program exit survey have been reviewed to improve the program. As a result, superintendents still state that IPLI has a significant impact on the leadership capacity of their principals. One- hundred percent (100%) of principals and 98% of superintendents would recommend the program to their colleagues. In addition, several principals indicated that IPLI was the best professional development experience in their careers.

**MOVING FORWARD:** The 2022-2023 school year promises to be a year of innovation for IPLI. Moving beyond the pandemic, IPLI is poised to serve principals and school districts more distinctly and with enthusiasm in these times of change.

As IPLI moves into year ten, adjustments to the curriculum to build leadership capacity in Year 1 have been implemented. 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. Due to the recent yearly changes to state assessments, student achievement data for comparison is only available for two years (2013 and 2014). Therefore, during the program, IPLI will utilize the data from the inventories we have administered (School Culture Survey, Leadership Survey, and High-Reliability Schools™ Surveys) and conduct post-graduation surveys 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. Additionally, IPLI continues to share the program's success at the national level. The IPLI Leadership Team has been invited to the *National Association of Elementary School Principals' 2022 annual conference in Louisville,*

*KY*, to present the ***IPLI Story***. This will be an occasion to share the vision of Indiana's state legislators and ISU professors with other states as a premier professional development opportunity for principals in the State of Indiana.

In addition, several IPLI graduates presented at the 2021 Indiana Association of School Principals Fall Professionals Conference. In July, proposals will be submitted to present Cohort 8 team research and Cohort 9 individual research at the 2022 IASP Fall Professionals Conference.

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 and their superintendents 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.

## 4. A Proposal for a program and budget for the two years following the year is the report's subject.

### Year 1 – Focus on the Principal

Month	Focus/Activities	Speakers
<b>July: 2 days</b>	Two-Day Summer Seminar: <ul style="list-style-type: none"> <li>Understanding action research</li> <li>Leadership development</li> <li>Regional focus-cohort meetings</li> <li>Identify mini AR project</li> </ul>	<ul style="list-style-type: none"> <li>Dr. Kelly Andrews Overview of IPLI</li> <li>Dr. Nancy Dana and the IPLI Leadership Team- Overview of action research &amp; mini AR projects</li> <li>Leadership Keynotes – Rick Wormeli – 2022, Dr. Peter DeWitt – 2023, TBA – 2024</li> <li>Two Leadership Keynotes – Dr. Todd Whitaker and Kim Campbell/Dr. Adam Drummond</li> </ul>
<b>August</b>	Regional Focus-Cohort Meetings: <ul style="list-style-type: none"> <li>Share the 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 with Leadership Profile and other assessments</li> <li>Building-level hot topic sessions</li> <li>Share mini AR</li> <li>Regional focus-cohort meetings -start developing leadership AR project</li> </ul>	<ul style="list-style-type: none"> <li>Dr. Nate Regier – Process Communication Model with Dr. Ryan Donlan and Ms. Emily Tracy</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 A R development &amp; identification – data collection to begin</li> <li>Attendance at the State 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 each year</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- data collection</li> <li>Building-level hot topics</li> <li>Regional focus-cohort meetings</li> </ul>	<ul style="list-style-type: none"> <li>Leadership Keynote – Dr. Rhonda Roos – The Principal Toolbox</li> <li>Dr. Steve Gruenert –Selecting Teacher Leaders</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>• Begin analysis of data</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>• Continued analysis of data and project synthesis</li> <li>• Hot topics/issues</li> </ul>	
<b>Month</b>	<b>Focus/Activities</b>	<b>Speakers</b>
<b>April</b>	Seminar – Action Research Showcase: <ul style="list-style-type: none"> <li>• Leadership development</li> <li>• Understanding and shaping school culture</li> <li>• The results of the AR leadership project shared by the principal in AR Showcase</li> <li>• Reviewing school culture data</li> <li>• Continued discussion on the selection of teacher-leaders</li> <li>• Building-level hot topic sessions</li> </ul>	<ul style="list-style-type: none"> <li>• Dr. Kelly Andrews: Overview of IPLI Year 2</li> <li>• Dr. Steve Gruenert - <i>School Culture</i></li> </ul>
<b>May/June</b>	Regional Focus-Cohort Meetings: <ul style="list-style-type: none"> <li>• Selecting teacher-leaders for year two</li> <li>• Analyzing Culture data</li> <li>• Using AR as part of a continuous learning cycle for school leaders</li> <li>• Hot topics/issues</li> </ul>	

## 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 Leadership AR projects with the new cohort</li> <li>• Identify Mini Team AR SIP project</li> </ul>	<ul style="list-style-type: none"> <li>• Leadership Keynotes – Rick Wormeli – 2022, Dr. Peter DeWitt – 2023, TBA – 2024</li> <li>• Dr. Adam Drummond, Kim Campbell for Teacher Leaders</li> <li>• Dr. Jan Hoegh, 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 Team 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 Team AR SIP project</li> <li>• Critical commitments to improve schools</li> <li>• Analyze Level 2 HRS™ data</li> <li>• Development of Team 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>• Dr. 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 Team 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 – Share identified projects and begin data collection</li> <li>• Attendance at the State 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 – TBA</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 the Team AR SIP project with continued data collection</li> <li>• Building-level hot topic sessions</li> <li>• Regional focus-cohort meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Dr. Phil Warrick, Marzano Research, <i>The Journey to Becoming a Professional Learning Community - Guaranteed &amp; Viable Curriculum</i></li> </ul>

<b>February</b>	Regional focus-cohort meetings: <ul style="list-style-type: none"> <li>• Review progress of AR SIP project – begin data analysis</li> <li>• Hot topics/issues</li> </ul>	
<b>March</b>	Regional focus-cohort meetings: <ul style="list-style-type: none"> <li>• Review progress of Team AR SIP project – data analysis and project synthesis</li> <li>• SIP for next year</li> <li>• Hot topics/issues</li> </ul>	
<b>April</b>	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 – Annette Breau</li> </ul>
<b>May/ June</b>	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>	

# Budget Proposal 2022-2024

DESCRIPTION	2022-2023	2023-2024
<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>	\$188,000	\$190,000
<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>	\$240,000	\$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>	\$90,000	\$90,000
<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>	\$110,000	\$110,000
<b>Total Supplies</b>	\$22,000	\$20,000
<b>Expenditures Total</b>	\$650,000	\$650,000
<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>	\$650,000	\$650,000

## 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.

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!"**

