

# Annual Report 2023

Indiana Principal Leadership Institute

June 2023

Prepared by

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**INDIANA**  
**Principal Leadership**  
**INSTITUTE**

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## 2023 IPLI Annual Report



### Letter from the Director:

As the Indiana Principal Leadership Institute (IPLI) Director, it is an honor to present the 2023 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 principals' impact on schools and students. This one-of-a-kind leadership program is impacting principals and schools in unprecedented ways.

**Cohort 9**, which began in July 2021, was our first post-pandemic cohort that experienced IPLI fully. They spent the first year with the Process Communication Model, which assisted them in learning more about and growing their leadership capacities. In addition, they worked on leadership skills and behaviors as well as learning about school culture. In Year 2, they met by collaborating and researching with teacher leaders through the High-Reliability Framework to increase their school learning capacities culminating with the Showcase of Schools and celebrating their learning journey in April 2023.

**IPLI Extended #4**, a one-year program for IPLI graduates focused on *Leadership in Times of Change*. Their work looked at ways to delve into the post-pandemic issues of academics and behavior.

Over the last 12 months, having a statewide principal professional learning community to support Indiana's school leaders as they have met the academic challenges 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 10's** first year's building leadership capacity, their work looked deeply into their communication skillsets. Evidence of their leadership growth was shared during the Action Research Showcase, as it leveraged their strengths to build up themselves and their school communities. IPLI is growing Learning Leaders who are Leading Learners!

This report includes a summary of the following:

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 11**, consisting of approximately 40 or more principals and 10 mentors, celebrating 10 years of service to Indiana Principals. IPLI Extended will include graduates for **Extended Learning Opportunity #5**, hosting three seminars in 2023–24 focusing on "*Leaders in Action*." The Indiana New Administrator Leadership Institute (**INALI**), a partnership with the Indiana Association of School Principals, will begin its tenth cohort with over 100 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. INALI, IPLI, and IPLI Extended Learning Opportunity meet the need. IPLI is grateful for your ongoing support, trust, and dedication to education and educators during these challenging times showing Indiana's commitment to growing our schools and students. Thank you. Please reach out for any questions you might have about this report.

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

Kelly A. Andrews, Ed. D.



### **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 their schools' learning capacities.*

### **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 improves student outcomes for all children.*





# **1. Activities of the Institute**

## ***Cohort 9***

- In year two, teams consisting of the principal and two teacher leaders from each school intensely studied their schools using the High-Reliability Schools™ framework. Based on 40 years of educational research, this framework defines five progressive performance levels 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.
- Forty-three team action research projects were completed and posted on IPLI's website as a resource for all Indiana schools. Outstanding projects will be selected to present at the Indiana Association of School Principals Fall Professionals Conference in November 2023. 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 9 Showcase of Schools Topics**

- **HRS 1 - Safe, Supportive, & Collaborative Culture**
  - **Change**
  - **Common Language**
  - **Connection**
  - **Integration**
  - **Recognition**
  - **Encouragement**
- **HRS 2 - Effective Teaching in Every Classroom**
  - **Data**
  - **Instructional Framework**
  - **Instructional Model**
  - **Instructional Rounds**
  - **Instructional Strategies**
  - **Professional Development**
  - **PLC's**
  - **Responsive Instruction**
  - **Teacher Collaboration**
  - **Vertical Alignment**



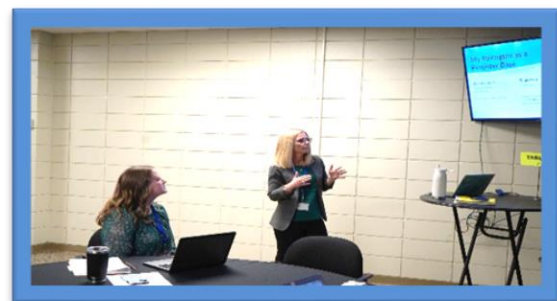
During the April Seminar, **Dr. Tyneasha Banks of Beveridge Elementary of Gary and Kim Kesler from Ernie Pyle Elementary in Clinton** present their Year 2 Action Research with their Teacher Leaders.

## *Cohort 10*

- Principals are assigned to a regional focus cohort in year one to receive ongoing action research coaching and regional networking. Ten regional cohorts were created and met monthly, led by experienced mentors.
- Forty-one principals and their mentors intensely studied key, research-based leadership behaviors that are shown to improve student achievement. Using inventories and assessments to guide their work, principals reflected on their strengths, challenges, and understanding of how to build upon their leadership skill set.
- Each principal participated in Dweck's Mindset Assessment and a leadership inventory (the Personality Pattern Inventory from the Process Communication Model). This data provided a leadership profile to identify strengths and areas for potential leadership growth. Using these data, principals developed a six-month action research project to increase their leadership capacities.
- In preparation for moving into the second year, Cohort 10 principals spent time with Dr. Rhonda Roos on **leadership skills and behaviors** and with Dr. Steve Gruenert unpacking and learning more about **School Culture**. These topics assist 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 2023 IASP Fall Professionals Conference.

### Cohort 10 Action Research Showcase Topics

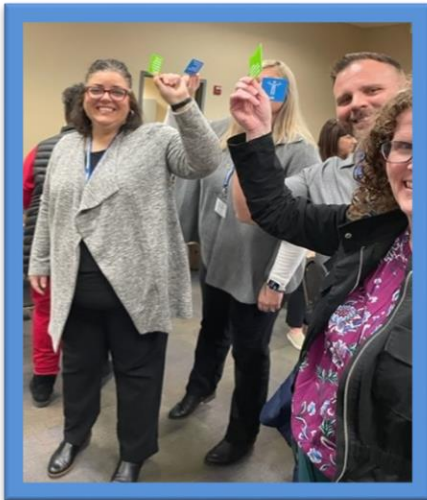
- **Blindspots**
- **Communication**
- **Energy Focus**
- **Intentional Leadership**
- **Job Satisfaction**
- **Productivity**
- **Shift Happens**
- **Time Management**
- **Work/Life Balance**



**Bakari Posey from Brook Park Elementary in MSD Lawrence and Sarah Gruelich from Harris Elementary in Greenfield present their Year 1 Action Research during the April Seminar.**

## *IPLI Extended Learning Opportunity #4*

- The feedback IPLI receives from its principals, mentors, teacher leaders, and superintendents is continuously utilized to improve the two-year program. An example was the creation of IPLI Extended in 2019—an annual professional development program for IPLI graduates. Modeled after IPLI, the IPLI Extended Learning Opportunity is a one-year program that includes three one-day seminars, access to resources to support the needs of principals and their schools, and 24 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 \$200 or \$250 for each seminar with a discount if they attend all seminars. Principals may elect to bring additional school personnel to the seminars at \$150 per participant. IPLI also offers a reduced rate for IASP membership and conference registration as part of the program.
- During the 2022-2023 school year, IPLI Extended Learning Opportunity #4 was centered around ***Leadership In Times of Change***. This theme provided learning opportunities from Rick Wormeli on leadership strategies and the ***School Leader Paradigm*** from Dr. Todd Bess. Doug Noe shared his expertise in ***De-Escalating Behaviors*** in the fall, followed by Dr. Mike Ruyle discussing the ***School Wellness Wheel***. Over 40 leaders from all over Indiana participated in at least one of the three learning opportunities. IPLI pledges to continue to provide elite graduates with top-notch professional learning.



IPLI Graduates learning together



with Dr. Mike Ruyle from Marzano Institute

- **Extended Learning Opportunity #5** begins in July 2023 with the theme, ***Leaders in Action.*** Principals and guests will hear from Dr. Rhonda Roos, Dave Weber, and other guests sharing thoughts and research to navigate the coming years in educational leadership. Reaching back into their IPLI cohort learning, Dr. Roos will guide graduates in their current positions as they establish a vision for a deeper understanding of their leadership.







<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</li> <li>➤ 4: Junior/Senior</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</li> <li>➤ 5: Junior / Senior</li> <li>➤ 5: High Schools</li> <li>➤ 1: K-12 School</li> </ul>	<ul style="list-style-type: none"> <li>➤ 27: Elementary Schools</li> <li>➤ 8: Middle / Junior</li> <li>➤ 3: Junior / Senior</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 school</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 school</li> <li>➤ 90%–100%:6 schools</li> </ul>	<ul style="list-style-type: none"> <li>➤ 0.0%–19%: 3 schools</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><b>Total # of Principals Impacted</b></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> <li>• Year 11: 609</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><b>Total # of Teachers Impacted</b></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> <li>• Year 11: ~26,229</li> </ul>	<p style="text-align: center;"><b>Partnerships</b></p> <ul style="list-style-type: none"> <li>• Indiana State University, Bayh College of Education</li> <li>• Indiana Association of School Principals</li> <li>• Indiana Association of Public School Superintendents,</li> <li>• Kahler Communications Inc.,</li> <li>• Marzano Research Inc.,</li> <li>• MSD Lawrence Township,</li> <li>• JE Light Center, MSD Washington Township,</li> <li>• School Pictures with Class</li> </ul>
<p><b>Total # of Students Impacted</b></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> <li>• Year 11: ~372,727</li> </ul>	<p style="text-align: center;"><b>Impacting</b></p> <p>~1,900 Indiana Principals  ~71,000 Teachers  ~1,135,000 Students</p>

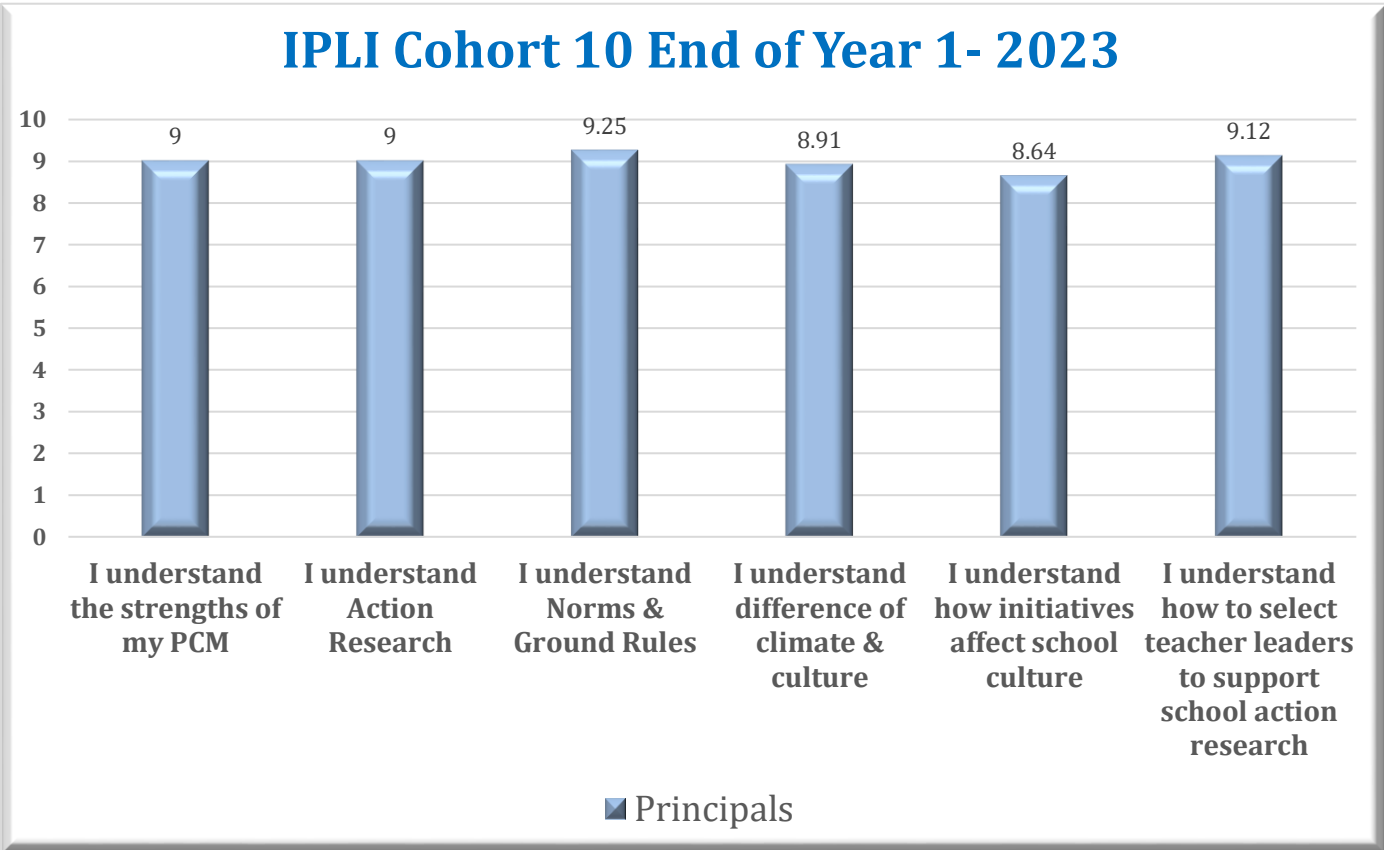
### 3. An Analysis of the Extent to which the Purpose of the Institute has been Accomplished

"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, p. xviii). Each of these skills and tools is embedded in the curriculum of IPLI. The effect of the IPLI two-year journey of study is visible to principals and superintendents, as stated in exit survey ratings at the end of Year 1 and the two-year program for both principals and superintendents.

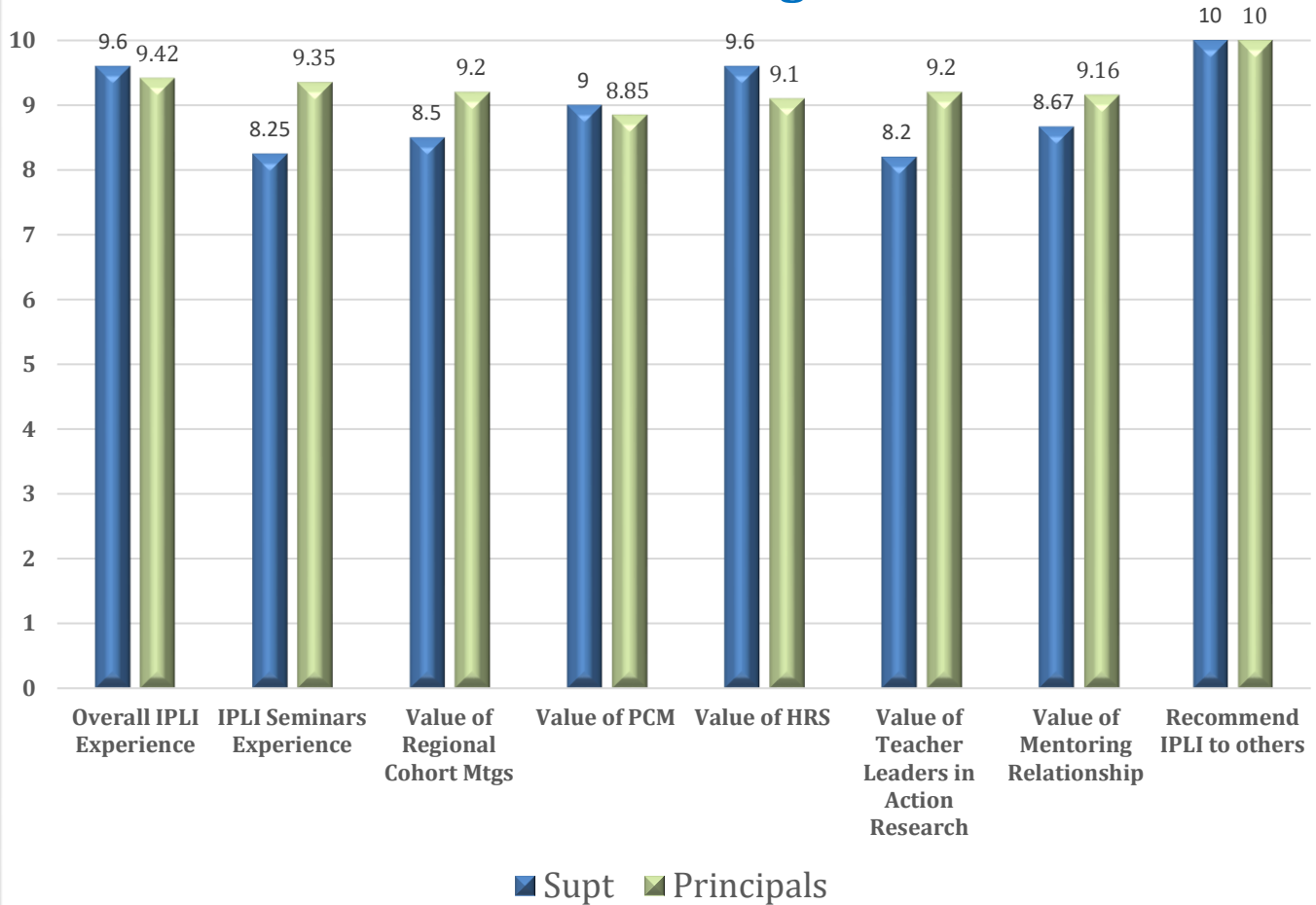
This data substantiates IPLI's dramatic impact on school administrators and their schools personally and professionally by impacting school results indirectly as principals enable others to achieve more. However, research suggests that it takes up to five years to fully stabilize and improve the teaching 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 9 End of Program 2021-2023



### Superintendents:

77% of all principals in Cohort 9 included one principal from one district.

11.5% had two principals from the same district.

11.5% had three principals from the same district.

### **Survey data from Superintendents not reflected in the chart:**

The impact of IPLI on increasing principals' leadership capacity:  $M=8.13$  with a  $SD$  of 1.54.

Value of financial commitment:  $M=9.6$  with a  $SD$  of .8

### **Superintendent Commentary:**

- I have heard very positive comments from my principals pertaining to the impact of IPLI. Beyond that, I have seen improvements in their professional practice.
- The learning opportunities and learning are phenomenal! All of our principals who have participated (7 of 9 plus 2 former principals in our central office) have shared the high value of their experience.
- We were very satisfied with the IPLI experience for our principal.



## Principals

### Survey data from principals not reflected in the chart:

I understand and know how to create Norms and Ground Rules –  $M=9.25$  with a  $SD$  of 1.34

I understand what Action Research is and can provide evidence –  $M=9.4$  with a  $SD$  of 1.02

### Principal Commentary:

- Great learning and networking experience.
- It is rare to get the opportunity to focus on your leadership capacity and to have the structured program just for that was very beneficial.
- Yes. I learned so much and loved talking with other principals outside my area.
- The networking and connection with other principals alone are worth the experience. Also, the action research has genuinely helped me improve as a leader.
- Yes, it is an experience that you can't get through other PD sessions or conferences. You gain long-term relationships and connections. Furthermore, you grow personally and professionally in many aspects through the journey.
- Yes, networking with other principals
- The value of the network created and the knowledge gained is immeasurable.
- I'm walking away with valuable learning that impacts my school positively.
- Great networking and PD
- This helps connect Principals with other educational leaders throughout the State while also providing actionable items they can use to improve their schools.
- Yes. Great networking opportunity
- Always!
- Yes, I would recommend IPLI to other principals as it helps you learn to solve the problems within your building, as each school is unique.
- Absolutely- it is a great way to network, build capacity, and get support in a demanding profession.



*Too often, principal development has been an area neglected in the K-12 educational community. The Indiana Principal Leadership Institute (IPLI) has filled this critical void through connection with world-class professional development centered on the specific needs of Indiana principals. I feel fortunate to be involved in the program as a mentor and now serving on the Advisory Board. I have been impressed to see the positive impact in the participants' schools due to the professional collaboration among the principals and the action research process in motion. I know full well the investment in principals through the IPLI process is an investment in the educational future of Indiana.*

**Dr. David Hoffert, Superintendent  
Warsaw Community Schools**

*IPLI has been an outstanding professional development experience for me, and I feel that I benefit from the experience just as much as the principals I work with. I have been able to make new professional connections and have been able to take many things back to help improve my district as an additional benefit in my role as a mentor for IPLI.*

**Rob Moorhead, Superintendent  
South Ripley Community School Corporation**



*IPLI has had a **powerful impact on the most critical individuals in schools -- The Principal...***

**Dr. Shawn A. Smith, Superintendent, MSD of Lawrence Township**

*...our schools have enjoyed **enhanced instructional leadership** from our building principals. IPLI principals are exposed to an action research process that allows them to become **more reflective and focused** on their needs and growth and their staff's and student's needs.*

**Dr. Scott Hanback, Superintendent, Tippecanoe School Corporation**

*As a principal, Indiana Principal Leadership Institute has given me an elite level of professional development, increasing my leadership capacity as a building administrator. Transitioning into the mentorship role for IPLI Cohort 10, I am grateful that I had the opportunity to guide other Indiana Principals, sharing the leadership skills provided through IPLI. I will continue to hone my leadership skills to help sustain and grow the extraordinary professional development that IPLI has built over the years supporting Indiana principals and schools.*

**Jennifer Griffin, Principal Edgar L. Miller Elementary School, Merrillville Cohort 8, Mentor Cohort 10**



*There is no more remarkable professional development or professional learning network for the school principal than IPLI.*

**Chad Rodgers, Principal  
Greencastle High School,  
Greencastle  
Cohort 3, Mentor Cohorts 7 & 9**

*I cannot begin to quantify the positive impact of being an Indiana Principal Leadership Institute (IPLI) mentor. Each group has added to my professional skills and awareness of the challenges and rewards of being a principal. Undoubtedly, the professional development offered by IPLI is second to none. World-renowned keynote speakers make me think, reflect, change, and grow. I always leave each session tired from stretching my thinking but satisfied by many laughs, a better understanding of self, and appreciation for what I have and do daily. IPLI has also bolstered my confidence by putting me in situations where I am side-to-side with brilliant educational building leaders working together toward a common goal. I am a better leader because of IPLI. I am a better colleague because of IPLI. I am a better person because of IPLI.*

**Mike Pinto, Principal  
James Cole Elementary School, Lafayette  
Cohort 2, Mentor for Cohorts 4, 6, 8, & 10  
Member of the IPLI Leadership Team**



## COORDINATION OF PROGRAMMING:

One of the salient features of IPLI being based at Indiana State University is the opportunity for participants in each cohort to take graduate-level coursework that coincides with the curriculum of IPLI. Four courses have been identified within the Ed. S. program for principals to elect to take at a significantly reduced cost through the Office of Extended Learning and Bayh College of Education's Educational Leadership Department. Some participants in the courses become enrolled in the Ed. S. program of studies at ISU, matriculating into this higher-level degree at ISU. Others transfer the courses to other Indiana universities and colleges. Indeed, the pursuit of continued learning is offered to promote the growth of every principal and is attributed to the focus on the learning development of IPLI.

The following table shows the number of IPLI participants that have taken each of the four courses from 2013 to 2023.

<b>1. EDLR 751</b>	<b>Administration of School Personnel</b>	<b>215</b>
<b>2. EDLR 710</b>	<b>Social Foundations of Leadership</b>	<b>190</b>
<b>3. EDLR 608</b>	<b>School and Society</b>	<b>161</b>
<b>4. EDLR 683</b>	<b>Leadership for Learning: Curriculum, Instruction, and Assessment to Support Improved Student Performance</b>	<b>147</b>



## 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. IASP coordinates the program by providing mentors for small regional groups and seminars in both years of each cohort. Since its inception, over 560 new administrators have received the knowledge, skills, and mentoring they need to be successful leaders. In July, INALI will begin its tenth cohort. In 2023–24, IASP will add a spring seminar to support the new administrators as they grow into leadership.

### **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.

This summer, INALI will welcome over 100 new Deans, Assistant Principals, and early career Principals to Cohort 10. Together, INALI, IPLI, and IPLI Extended Learning Opportunity provide an aligned system of support for school administrators to lead highly effective schools.





## MOVING FORWARD:

The 2023 – 2024 school year promises to be a year of innovation for IPLI. IPLI is poised to serve principals and school districts more distinctly and enthusiastically in these growing times.

As IPLI celebrates its first decade with the onboarding of Cohort 11 in July 2023, adjustments to the curriculum to build leadership capacity in Year 1 have been implemented. The evaluation of the principal's action research work and its impact on increasing the leadership capacity shared with us by principals and superintendents is evident from the action research showcased in April. IPLI will continue to move forward, studying the long-term effects of IPLI on school leaders and their institutions. Utilizing the data from the administered inventories (School Culture survey, Leadership survey, and High-Reliability Schools™ surveys) and conducting post-graduation surveys to evaluate the perceptual impact of the program continues to show that IPLI is making an impact on leaders and schools.

The IPLI Director and Leadership Team have opportunities to share the work of IPLI through superintendent study councils, IASP conference presentations, and publications. The IPLI Leadership Team presented the ***IPLI Story at the National Association of Elementary School Principals' 2022 annual conference in Louisville, KY.*** This was 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 May 2023, the IPLI Director traveled to *Seoul, South Korea* as an ambassador to Indiana State University. Dr. Andrews shared IPLI's leadership curriculum, mission, and vision as the ISU explores new partnerships with several universities, including the Institute of Korean Principal Leadership at the Korea National University of Education. Two opportunities to speak, first at Gyeonggi National University of Education for graduate students in education and at Chungnam National University, allowed IPLI to share ***American School Leadership in a Global and Diverse Society*** with our Korean colleagues to further the partnerships that Indiana State University is pursuing.

**Forty percent of all** 2022 Indiana Association of School Principals Fall Professionals Conference breakout sessions were IPLI participants or graduates. In July, proposals will be submitted to present Cohort 9 team research and Cohort 10 individual research at the 2023 IASP Fall Professionals Conference. In addition, **36% of all IASP District Principals of the Year** were graduates or active participants in IPLI. The Indiana High School Principal of the Year, **Ryan Langferman** from Milan High School, is an IPLI graduate and former mentor. The Indiana Elementary School Principal of the Year, **Aretha Britton** of MSD Wayne, is the current chair of the IPLI Advisory Board.

Additionally, in 2023, one-third of all Ph.D. and many of all Ed.S students at ISU are IPLI graduates. Offering coursework through ISU as a part of IPLI launches many principals to higher degrees and new educational pathways. "*IPLI Grows Leaders!*" states Dr. Steve Gruenert, IPLI Design Team Member and ISU Professor.

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

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



Forty-three principals in IPLI Cohort 9 graduated on April 11, 2023.

## 4. A Proposal for a Program and Budget for the Two Years Following the Year is the Report's Subject.

The following tables provide an overview of the focus and activities for each cohort over the next two years.

### 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 – <i>Overview of IPLI</i></li> <li>• IPLI Leadership Team- on behalf of Dr. Nancy Dana <i>Overview of action research &amp; mini AR projects</i></li> <li>• Leadership Keynotes – Dr. Peter DeWitt – 2023, Dr. Joseph Sanfileppo – 2024</li> <li>• Two Leadership Keynotes – Dr. Todd Whitaker and Kim Campbell</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 – <i>Mindset Shifts that will Transform How We Look at Personality &amp; Leadership</i> 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 AR 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 – <i>The Principal Toolbox</i></li> <li>• Dr. Steve Gruenert –<i>Selecting Teacher Leaders</i></li> </ul>

Month	Focus/Activities	Speakers
<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>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 – <i>Overview of IPLI Year 2</i></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>	



**IPLI Leadership Team**



**Dr. Nate Regier**



**Dr. Todd Whitaker**



**Dr. Steve Gruenert**



**Dr. Rhonda Roos**

**IPLI Year 1**  
**Keynote Speakers**



## 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 –Dr. Peter DeWitt – 2023</li> <li>• Kim Campbell for Teacher Leaders</li> <li>• Dr. Mario Acosta, Marzano Research, <i>The Journey to Becoming a Professional Learning Community - <b>Safe and Collaborative Culture</b></i>,</li> <li>• Annette Breaux – <i><b>Seven Simple Secrets</b></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 the 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 - <b>Ensuring Effective Teaching in Every Classroom</b></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 – <b>Guaranteed &amp; Viable Curriculum</b></i></li> </ul>



**Dr. Phillip Warrick**



**Dr. Mario Acosta**



**Annette Breaux**

## IPLI Keynote Speakers for Year 2

Month	Focus/Activities	Speakers
<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 -TBA</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 2023 - 2025

Indiana State University has approved the 2022 – 23 budget. Budgets are submitted annually.

DESCRIPTION	2023 - 2024	2024 - 2025
<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>	<b>\$190,000</b>	<b>\$195,000</b>
<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>	<b>\$235,000</b>	<b>\$235,000</b>
<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>	<b>\$90,000</b>	<b>\$90,000</b>
<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>	<b>\$105,000</b>	<b>\$105,000</b>
<b>Total Supplies</b>	<b>\$20,000</b>	<b>\$15,000</b>
<b>Expenditures Total</b>	<b>\$640,000</b>	<b>\$640,000</b>
<b>Projected Revenue:</b>		
<b>State Appropriation</b>	<b>\$600,000</b>	<b>\$600,000</b>
<b>District \$1,000/Principal</b>	<b>\$40,000</b>	<b>\$40,000</b>
<b>Revenue Total</b>	<b>\$640,000</b>	<b>\$640,000</b>

## Final Thoughts

IPLI continues to grow leaders and looks to the future to serve the needs of more school leaders throughout the State of Indiana. The success of IPLI has come from the support and provisions provided by IPLI Partners and the General Assembly of the State of Indiana.

Partnerships encourage the ongoing development and growth of programming to keep up with the needs of our building leaders. Feedback from the participants is vital to making adjustments to serve them better each year. Times are changing in education, and IPLI is committed to providing the most cutting-edge opportunities for principals to learn to lead better.

IPLI is grateful for the Indiana General Assembly and the partnerships forged with statewide colleagues to increase leadership and school growth for Indiana's children. Thank you for believing in great principals to lead our outstanding schools.

**"Great Principals, Great Schools!"**

