

Annual Report 2024

Indiana Principal Leadership Institute

June 2024

Prepared by

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Director**

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1,094+ *teachers*

have participated

with their principals

414,759

Directly Impacted Students

28,030

Directly Impacted Teachers

175

INTENSIVE

PROFESSIONAL

DEVELOPMENT HOURS

FOR EACH PRINCIPAL

647
PRINCIPALS

*Action Research
Completed*

1002

PRINCIPAL-FOCUSED STUDIES

890

SCHOOL-FOCUSED STUDIES

IPLI'S TENTH GRADUATING COHORT



Cohort 10 graduated on April 9, 2024.

Table of Contents

Indiana Principal Leadership Institute Cover Page-----	1
IPLI By The Numbers-----	3
2024 IPLI Annual Report Letter from the Director-----	4
IPLI STRATEGIC PLAN-----	5
Components of IPLI-----	6
Advisory Board-----	7
Leadership Team-----	8
1. Activities of the Institute-----	9
Cohort 10 Showcase of Schools Topics-----	9
Cohort 11 Action Research Showcase Topics-----	10
IPLI Extended-----	11
2. Data on the Number of Individuals Trained-----	12
Cohorts 1–12 by Indiana County-----	12
Data Breakdown for cohorts 10, 11, & 12-----	13
Direct and Indirect Impact of IPLI-----	14
3. An Analysis of the Extent to which the Purpose of the Institute has been Accomplished-----	15
Coordination of Programming:-----	19
Indiana New Administrator Institute (INALI):-----	20
Innovations:-----	21
4. A Proposal for a Program and Budget for the Two Years Following the Year is the Report's Subject.-----	22
Year 1 – Focus on the Principal-----	23
Year 2 – Focus on the School-----	24
Budget Proposal 2024–2026-----	26
Final Thoughts -----	27

2024 IPLI Annual Report



Letter from the Director:

As the Director of the Indiana Principal Leadership Institute (IPLI), I am honored to present the 2024 annual report. Enacted into law in May 2013, Senate Bill 402 authorized the establishment of this intensive two-year professional development program for Indiana Principals. IPLI was created with the recognition that principals significantly impact schools and students across the State. This unique leadership program continues to make unprecedented strides in enhancing educational leadership.

Highlights from the Report:

1. Cohort 10

In July 2022, Cohort 10 embarked on its IPLI journey, focusing on leveraging their personality to improve their leadership. Utilizing the Process Communication Model® (PCM), the framework helped them to delve into their leadership capacities and hone their skills, which assisted them in gaining insights into school culture. Year 2 involved collaboration with teacher leaders through Robert J. Marzano & Associates, the High-Reliability Framework, resulting in an overall picture to increase their school learning capacities. The journey culminated in the Showcase of Schools, celebrating their growth and achievements in April 2024.

2. Cohort 11

Forty-two principals statewide embarked on a learning journey in July 2023 for their first year of IPLI. The Action Research Showcase in April 2024 provided insight into the growing leadership capacities of these exemplary leaders. Selecting teacher leaders to join them and focusing on increasing their school's learning capacities by utilizing the knowledge of their leadership growth will take them through Year 2.

3. IPLI Extended for Graduates

A one-year program designed for IPLI graduates, IPLI Extended, centered on "Leaders in Action." Participants delved into leadership actions and skills, further enriching their abilities.

4. Supporting Indiana's School Leaders

Over the past 12 months, IPLI has fostered a statewide principal professional learning community. Increased mentor contacts, resource sharing, and intensified regional networks have supported Indiana principals in meeting academic challenges. Leveraging their strengths, participants contribute to their development and that of their school communities, cultivating learning leaders who lead learners. Supporting and encouraging principals new to IPLI and joining Cohort 12, IPLI pledges to provide the highest level of professional development that will impact both the principals and their schools.

As Director of IPLI, I am thrilled about the future of schools in Indiana. Our aligned system for principal professional development has never been more significant. IPLI, along with the Indiana New Administrators Institute (INALI) and IPLI Extended, is meeting the needs of our educational leaders. Your ongoing support, trust, and dedication to education and educators are greatly appreciated. Indiana's commitment to growing our schools and students shines through. Please reach out for any questions you might have about this report.

A handwritten signature in blue ink that reads "Kelly A. Andrews". The signature is written in a cursive, flowing style.

Kelly A. Andrews, Ed. D.



IPLI's Strategic Plan

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.

Values and Beliefs

- *Improving is a moral imperative.*
- *Building a professional network is a key to continuous learning.*
- *An effective school culture is the foundation for school improvement.*
- *Improvement efforts should encompass the whole child.*
- *Power of AR – individuals and schools conducting research.*

WHAT ARE THE COMPONENTS OF IPLI?

- Mentoring
- Principal Leadership & School Assessments
- Leadership Seminars
- Regional Cohort Meetings
- Professional Networking
- Accessible Resources for All Indiana Principals
- Personal and School Improvement Plans
- Teacher Collaboration
- Expert leaders



IPLI supports principals and their teams' work, providing trained mentors and alternating whole-group seminars and monthly meetings with regional focus cohorts throughout the calendar year. In Year One, the focus is on increasing the principals' leadership capacities. In Year Two, principals invite two teacher leaders to join them, creating mini-school improvement teams that improve their schools' learning capacities.

IPLI is fortunate to attract speakers throughout the two-year program, which includes international and nationally best-selling authors and educators in our field. Learning from the best is a meaningful opportunity for each of our principals.

Keynote Speakers 23-24



- Dr. Peter DeWitt – Summer 2023
- Dr. Todd Whitaker – MU Professor
- Annette Breaux – Ed. Consultant
- Kim Campbell – Ed. Consultant
- Dr. Mario Acosta – Marzano Inc.
- Dr. Phil Warrick – Marzano Inc.
- Dr. Nate Regier – The Next Element
- Dr. Ryan Donlan – ISU Professor
- Dr. Rhonda Roos – Ed. Consultant
- Dr. Steve Gruenert – ISU Professor
- Dr. Joe Sanfelippo – Summer 2024

With special national and internationally known keynote speakers in the summer to kick off each new year, the Indiana Principal Leadership Institute (IPLI) maintains a consistent feature throughout the two year journey: nine educational authors/expert educational leaders who participate annually. This shared experience and access to expert speakers, fosters a common language of learning among the principals who engage with IPLI.

IPLI Advisory Board 2021-2025

Representing	2021-2025 Board Members
Indiana Secretary of Education Appointment	<p>Dr. Jason Callahan, Assistant Secretary of Student Pathways & Opportunities, Indiana Department of Education <i>JCallahan1@doe.in.gov</i></p>
Practicing public school principals	<p>Aretha Britton, Principal, Rhoades Elementary MSD Wayne Township, Indianapolis <i>Aretha.britton@gmail.com</i></p> <p>Ryan Langferman, Principal – Milan High School, Milan <i>Ryan.Langferman@milan.k12.in.us</i></p>
Members of the General Assembly	<p>The Honorable Andy Zay, Indiana State Senator <i>Senator.Zay@iga.in.gov</i></p>
Experts in administration, supervision, curriculum development, or evaluation are members of the faculty of a state-supported university.	<p>Dr. Steve Gruenert, Professor, Indiana State University Department of Educational Leadership <i>Steve.Gruenert@indstate.edu</i></p>
Practicing school superintendents	<p>Rob Moorhead, Superintendent, South Ripley School Corporation <i>rmoorhead@sripley.k12.in.us</i></p>
Parents of public-school-age children	<p>Dr. David Hoffert, Superintendent, Warsaw Community Schools <i>dhoffert@warsawschools.org</i></p>
Practicing public school teachers	<p>Kelly Amos, Elementary Teacher at Richmond Community Schools <i>kellya@rcs.k12.in.us</i></p>
Members of the business or industry community	<p>Rick Burger, Duke Energy, Terre Haute <i>Richard.burger@duke-energy.com</i></p>

Ex Officio's:

Dr. Todd Bess, Executive Director, Indiana Association of School Principals

TBess@iasp.org

Dr. Robert Taylor, Associate Executive Director, Indiana Association of Public School Superintendents, Indianapolis

rtaylor@iapss-in.org

Susan Preble, Government Relations Executive Director, Indiana State University

Susan.Preble@indstate.edu

The Honorable Greg Goode, Indiana State Senator

Senator.Goode@iga.in.gov

IPLI Leadership Team

Dr. Brent Bokhart – Assistant Superintendent, Crawfordsville Schools

Amy Linkel – Director of Student Learning, Switzerland County Schools

Mike Pinto – Principal, James Cole Elementary, Tippecanoe School Corporation

John Pearl – Principal, Battle Ground Elementary, Tippecanoe School Corporation

Christy Merchant – Principal, Grassy Creek Elementary, MSD Warren Township, Indianapolis

Leadership Development Specialists

Emily Tracy – Superintendent, Brown County Schools

Dr. Ryan Donlan – Professor & Ed.S. Program Director, Indiana State University

Dr. Steve Gruenert – Professor & Ph.D. Program Director, Indiana State University



1. Activities of the Institute

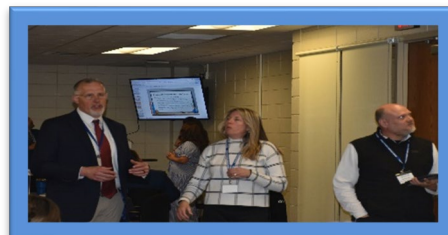
Cohort 10

- 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.
- Thirty-nine 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 2024. 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 10 Showcase of Schools Topics

- **HRS 1 - Safe, Supportive, & Collaborative Culture**
 - **Celebrating Success**
 - **Communication**
 - **Norms**
 - **PBIS**
 - **PLC's**

- **HRS 2 - Effective Teaching in Every Classroom**
 - **Instructional Framework**
 - **Instructional Model**
 - **Instructional Rounds**
 - **Observational Rounds**
 - **Priority Standards**
 - **Professional Development**
 - **Vision of Instruction**



During the April Seminar, **Kathy Prince Williams from The Early Learning Center Brook Park in MSD Lawrence Township, Indianapolis, and John Markward from Northeastern High School in Fountain City** present their Year 2 Action Research with their teacher leaders.

Cohort 11

- 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 highly trained and experienced mentors.
- Forty-two 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 and challenges and understood how to build upon their leadership skill set.
- Each principal participated in a leadership inventory (the Personality Pattern Inventory from the Process Communication Model® (PCM). 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 11 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 are assisting them in moving into ***High-Reliability Schools Level 1*** as they gather data on their schools.
- In conclusion, after the first year of sharing their research in round-table presentations, several have been selected to share their research at the 2024 IASP Fall Professionals Conference.

Cohort 11 Action Research Showcase Topics

- **Communication**
- **Energy Enhancers**
- **Goal Setting**
- **Managing Stress and Distress**
- **Mapping My Day**
- **Meeting My Needs**
- **Reflections**
- **Time on Task**



Robert Boltinghouse from Owen Valley High School in Spencer and Rasheeda Green from William McKinley Elementary in South Bend presents their Year 1 Action Research during the April Seminar.

IPLI Extended for Graduates #5

- 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 for Graduates 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. In the last five years, IPLI has selected a theme that builds on the work completed as part of IPLI, and enrollment is open to all graduates. Principals may elect to bring additional school personnel.
- During the 2023–2024 school year, IPLI Extended for Graduates #5 was centered on **Leaders in Action**. This theme provided Dr. Peter DeWitt to share learning opportunities on leadership strategies during the summer. Dr. Rhonda Roos wove a learning thread throughout each seminar, emphasizing building skills and actions for school leaders. IPLI pledges to continue to provide elite graduates with top-notch professional learning.



IPLI Graduates learning together @ISU



Dr. Rhonda Roos

- Moving forward: **IPLI Extended for Graduates** will continue to offer opportunities to experience more in-depth learning, support current participants in seminar sessions, and provide opportunities to experience team leadership training.



2. Data on the Number of Individuals Trained

- 360 - Elementary Schools
- 101 - Middle/Junior High
- 90 - High Schools
- 61 - Junior/Senior High
- 9 - K - 12 Schools
- 4 - K - 8 Schools
- 1 - 4 - 12 Schools
- 7 - Public Charter

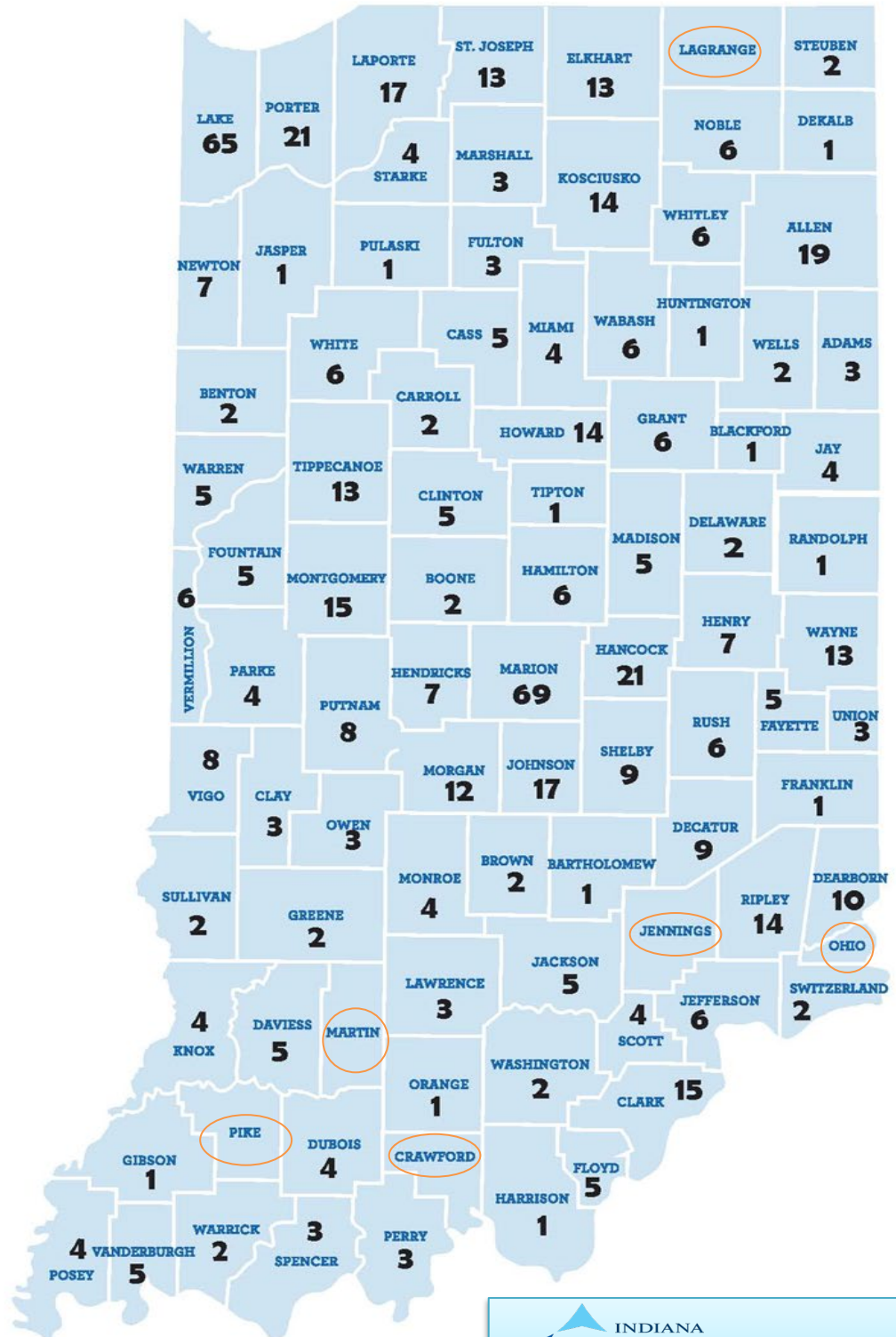
Cohorts

1-12

2013 -
2024

of Principals served in
each county

6 Counties yet to serve



Cohort 10 2022-2024	Cohort 11 2023-2024	Cohort 12 2024-2025
<ul style="list-style-type: none"> ➤ 46 Principals ➤ 10 Mentors 	<ul style="list-style-type: none"> ➤ 43 Principals ➤ 10 Mentors 	<ul style="list-style-type: none"> ➤ 38 Principals ➤ 10 Mentors
BUILDING LEVELS	BUILDING LEVELS	BUILDING LEVELS
<ul style="list-style-type: none"> ➤ 27: Elementary Schools ➤ 8: Middle / Junior ➤ 3: Junior / Senior ➤ 6: High Schools ➤ 2: K-8 Schools 	<ul style="list-style-type: none"> ➤ 21: Elementary Schools ➤ 9: Middle / Junior ➤ 3: Junior / Senior ➤ 9: High Schools ➤ 1: K-12 School 	<ul style="list-style-type: none"> ➤ 21: Elementary Schools ➤ 7: Middle / Junior ➤ 4: Junior / Senior ➤ 4: High Schools ➤ 0: K-12 Schools ➤ 2: Intermediate Schools
FREE & REDUCED	FREE & REDUCED	FREE & REDUCED
<ul style="list-style-type: none"> ➤ 0.0%–19%: 3 schools ➤ 20%–29%: 4 schools ➤ 30%–39%: 7 schools ➤ 40%–49%: 8 schools ➤ 50%–59%: 10 schools ➤ 60%–69%: 5 schools ➤ 70%–79%: 2 schools ➤ 80%–89%: 2 schools ➤ 90%–100%:3 schools 	<ul style="list-style-type: none"> ➤ 0.0%–19%: 0 schools ➤ 20%–29%: 7 schools ➤ 30%–39%: 6 schools ➤ 40%–49%: 5 schools ➤ 50%–59%: 3 schools ➤ 60%–69%: 7 schools ➤ 70%–79%: 2 schools ➤ 80%–89%: 4 school ➤ 90%–100%: 3 schools 	<ul style="list-style-type: none"> ➤ 0.0%–19%: 2 schools ➤ 20%–29%: 8 schools ➤ 30%–39%: 5 schools ➤ 40%–49%:10 schools ➤ 50%–59%: 3 schools ➤ 60%–69%: 4 schools ➤ 70%–79%: 4 schools ➤ 80%–89%: 3 schools ➤ 90%–100%:0 schools
A-F ACCOUNTABILITY	A-F ACCOUNTABILITY	A-F ACCOUNTABILITY
<ul style="list-style-type: none"> ➤ A: 15 schools ➤ B: 12 schools ➤ C: 13 schools ➤ D: 4 schools ➤ F: 0 schools 	<ul style="list-style-type: none"> ➤ A: 16 schools ➤ B: 8 schools ➤ C: 12 schools ➤ D: 3 schools ➤ F: 1 school 	<ul style="list-style-type: none"> ➤ A: 11 schools ➤ B: 13 schools ➤ C: 8 schools ➤ D: 4 schools ➤ F: 2 schools

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 •Year 10: 568 •Year 11: 609 •Year 12: 647 	<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: ~22,458 •Year 10: ~24,434 •Year 11: ~26,229 •Year 12: ~28,030 	<p style="text-align: center;">Partnerships</p> <ul style="list-style-type: none"> • Indiana State University, Bayh College of Education • Indiana Association of School Principals • Indiana Association of Public School Superintendents • Kahler Communications Inc. • Marzano Research Inc. • MSD Lawrence Township • School Pictures with Class
<p>The 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: ~324,554 •Year 10: ~350,594 •Year 11: ~372,727 •Year 12: ~414,739 	<p style="text-align: center;">Impacting</p> <ul style="list-style-type: none"> ~ 2,200 Indiana Principals ~ 75,000 Teachers ~1,200,000 Students

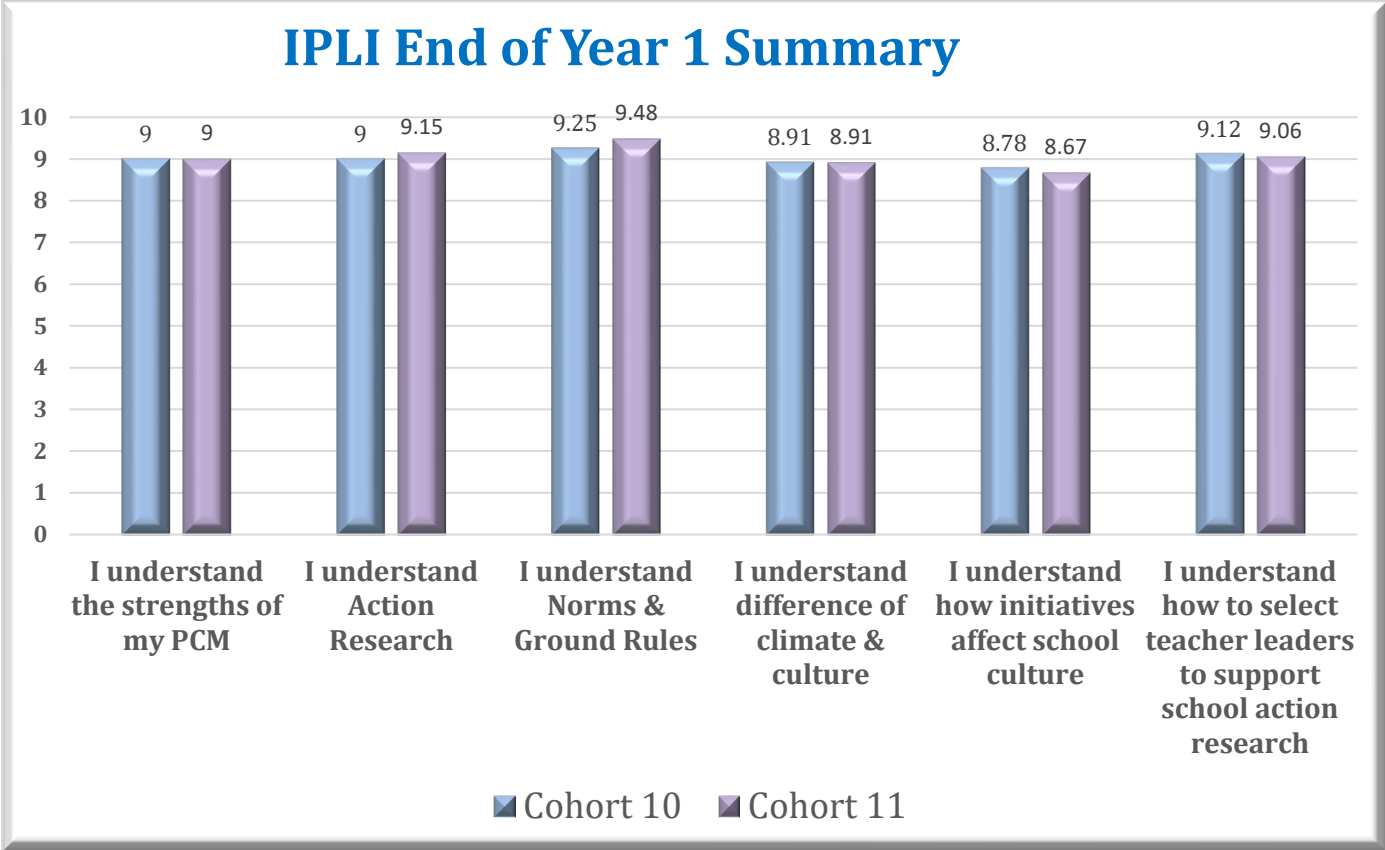
3. An Analysis of the Extent to which the Purpose of the Institute has been Accomplished

"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 IPLI curriculum. 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.

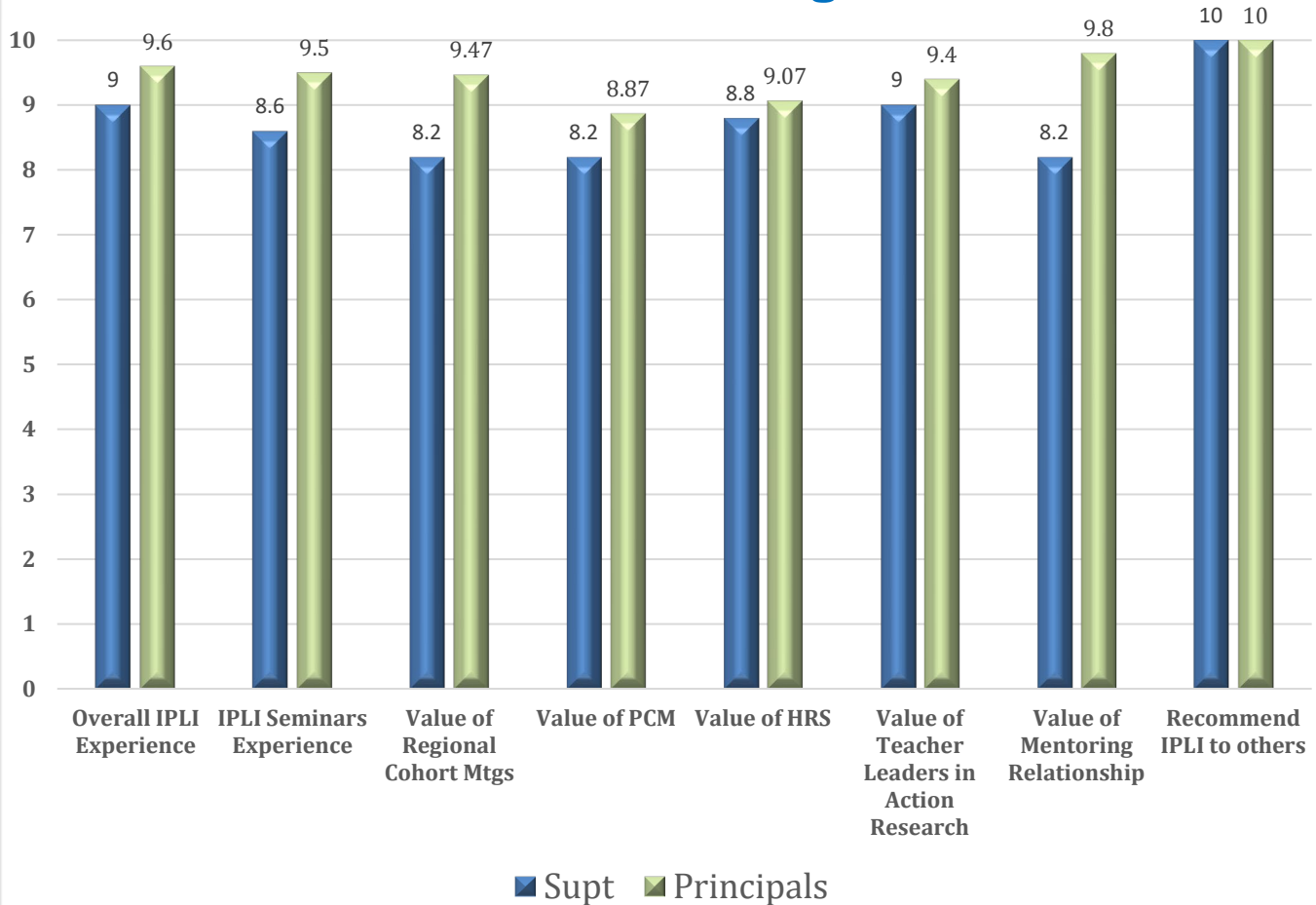
This data substantiates IPLI's dramatic impact on school administrators and their schools personally and professionally by impacting school results indirectly as principals enable others to achieve more. However, research suggests that it takes up to five years to fully stabilize and improve the teaching 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 10 End of Program 2022-2024



Superintendents:

83.3% of all principals in Cohort 10 included one principal from one district.
 0% had two principals from the same district.
 16.7% 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: $M=8.2$ with a SD of 1.94.
 Value of financial commitment: $M=8.4$ with a SD of 1.62

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 our Principal's IPLI experience.
- It helps with their networking.
- IPLI has been a great benefit for my principals!

Principals

Survey data from principals not reflected in the chart:

I understand and know how to create Norms and Ground Rules – $M=9.67$ with a SD of .6

I understand what Action Research is and can provide evidence – $M=9.73$ with a SD of .44

Principal Commentary

- I gained a lot from the experience, knowledge, and professional connections.
- Great learning and networking experience.
- Getting the opportunity to focus on your leadership capacity is rare, and having the structured program 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.
- 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 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 that the investment in principals through the IPLI process is an investment in Indiana's educational future.

**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, which is an additional benefit in my role as a mentor for IPLI.

Rob Moorhead, Superintendent South Ripley Community School Corporation



*IPLI has profoundly impacted **the most critical school individuals** – **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 as well as their staff and student 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, & 11

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 who have taken the four courses from 2013 to 2024.

1. EDLR 751	Administration of School Personnel	232
2. EDLR 710	Social Foundations of Leadership	210
3. EDLR 608	School and Society	169
4. EDLR 683	Leadership for Learning: Curriculum, Instruction, and Assessment to Support Improved Student Performance	151



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 Cohort years. 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 11th cohort. In 2024–25, 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 Indiana Mentor & Assessment Program (IMAP) requirements.

This summer, INALI will welcome over 50 new Deans, Assistant Principals, and early career Principals to Cohort 11. Together, INALI, IPLI, and IPLI Extended Learning Opportunity provide an aligned system of support for school administrators to lead highly effective schools.



Innovations in IPLI for the 2024-2025 School Year:

The upcoming school year holds great promise for the Indiana Principal Leadership Institute (IPLI). Since celebrating our first decade, IPLI has been positioned to serve principals and school districts with renewed enthusiasm and distinctiveness during these times of growth and change post-COVID.

In 2023-24, Cohort 11 joined IPLI, while Cohort 10 completed their program and successfully graduated. To enhance leadership capacity in Year 1, IPLI has implemented adjustments to the curriculum to serve today's principals, including adjustments to the summer calendar beginning in 2025, so IPLI is not competing with IDOE-required training. Principals and superintendents have shared positive feedback regarding the impact of the principals' action research work on leadership capacity. The recent action research showcase in April provided evidence of this impact. A new cohort of principals, Cohort 12, will begin IPLI in the summer of 2024 for a two-year journey of leadership growth.

IPLI remains committed to studying the long-term effects of our program on school leaders and their institutions and analyzing data from various inventories, including the School Culture survey, Leadership Profile through the Personality Pattern Inventory® (PCM), and Robert J. Marzano & Associates High-Reliability Schools™ surveys. Additionally, post-graduation surveys help IPLI to evaluate the perceptual impact of IPLI, reaffirming that the program continues to make a difference for leaders and schools.

The IPLI Executive Director and Leadership Team actively engage with the educational community. Opportunities include conference presentations, superintendent study councils, and contributions to publications. Active participation with the Department of Educational Leadership at Indiana State University connects IPLI to higher education and provides another layer of support for the institute.

Forty-four percent of all 2023 Indiana Association of School Principals Fall Professionals Conference breakout sessions were presented by IPLI participants or graduates. In July, proposals will be submitted to present Cohort 10 team research and Cohort 11 individual research at the 2024 IASP Fall Professionals Conference. In addition, **39% of all 2023 IASP District Principals of the Year** were graduates or active participants in IPLI.

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 Founder and ISU Professor.

Indiana stands out as a leader in innovative support for principals and their schools. The invaluable encouragement our school leaders receive is evident from participant feedback and endorsements by superintendents.

As IPLI continues to positively affect the trajectory of leaders and schools, we eagerly anticipate another year of learning and leadership development.

4. A Proposal for a Program and Budget for the Two Years

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
July: 2 days	Two-Day Summer Seminar: <ul style="list-style-type: none"> • Understanding action research • Leadership development • Regional focus-cohort meetings • Identify mini AR project 	<ul style="list-style-type: none"> • Dr. Kelly Andrews – <i>Overview of IPLI</i> • IPLI Leadership Team- on behalf of Dr. Nancy Dana <i>Overview of action research & mini AR projects</i> • Leadership Keynotes – Dr. Joe Sanfelippo – 2024, Dr. Patrick Hardy – 2025 • Two Leadership Keynotes – Dr. Rhonda Roos and Kim Campbell
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 with Leadership Profile and other assessments • Building-level hot topic sessions • Share mini AR • Regional focus-cohort meetings-start developing leadership AR project 	<ul style="list-style-type: none"> • Dr. Nate Regier – <i>Mindset Shifts that will Transform How We Look at Personality & Leadership</i> 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 the IASP Conference: <ul style="list-style-type: none"> • Leadership AR development & identification– data collection to begin • Attendance at the State conference on Sunday, Monday, and Tuesday • Regional focus-cohort meetings 	<ul style="list-style-type: none"> • IASP Leadership Keynotes: Sunday, Monday, and Tuesday – TBD each year • Concurrent sessions: Monday and Tuesday
December	No meetings	
January	Seminar-Focus on Principal as Instructional Leader: <ul style="list-style-type: none"> • Leadership development with Leadership Profile and other assessments • Building-level hot topic sessions 	<ul style="list-style-type: none"> • Leadership Keynote – Dr. Todd Whitaker – <i>What Great Principals Do Differently</i> • Dr. Steve Gruenert – <i>The Science of Selecting Team Members for School Improvement</i>

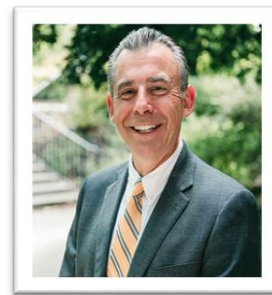
Month	Focus/Activities	Speakers
February	Regional Focus-Cohort Meetings: <ul style="list-style-type: none"> • Progress report on individual Leadership AR project • Begin analysis of data • Hot topics/issues 	
March	Regional Focus-Cohort Meetings: <ul style="list-style-type: none"> • Progress report on individual Leadership AR project • Continued analysis of data and project synthesis • Hot topics/issues 	
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 in AR Showcase • 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 – <i>Overview of IPLI Year 2</i> • Dr. Steve Gruenert – <i>School Culture Rewired</i>
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 	



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
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 Leadership AR projects with the new cohort • Identify mini Team AR SIP project 	<ul style="list-style-type: none"> • Leadership Keynotes –Dr. Joe Sanfelippo – 2024, Dr. Patrick Hardy - 2025 • Kim Campbell for Teacher Leaders • Dr. Mario Acosta, Marzano Research, <i>The Journey to Becoming a Professional Learning Community – HRS 1-Safe and Collaborative Culture,</i> • Annette Breaux – <i>Seven Simple Secrets</i>
August	Regional Focus-Cohort Meetings: <ul style="list-style-type: none"> • Progress report on team mini Team AR projects • Analyzing data for school improvement planning • Hot topics/issues 	
September	Seminar: <ul style="list-style-type: none"> • Share results of the mini Team AR SIP project • Critical Commitments to improve schools • Analyze Level 2 HRS™ data • Development of Team 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 – HRS 2-Ensuring Effective Teaching in Every Classroom</i>
October	Regional Focus-Cohort Meetings: <ul style="list-style-type: none"> • SIP-Where do we start? Review critical commitments • Development of team AR SIP project • Hot topics/issues 	
November	Seminar-In conjunction with the IASP Conference: <ul style="list-style-type: none"> • Leadership development – Share identified projects and begin data collection • Attendance at the State conference on Sunday, Monday, and Tuesday • Regional focus-cohort meetings 	<ul style="list-style-type: none"> • IASP Leadership Keynotes: Sunday, Monday, and Tuesday – TBA • Concurrent sessions: Monday and Tuesday
December	No Meetings	

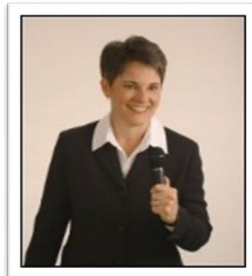
<p>January</p>	<p>Seminar:</p> <ul style="list-style-type: none"> • Critical Commitments to improve schools • Analyze Level 3 HRS™ data • Share progress on the Team AR SIP project with continued data collection • Building-level hot topic sessions • Regional focus-cohort meetings 	<ul style="list-style-type: none"> • Dr. Phil Warrick, Marzano Research, <i>The Journey to Becoming a Professional Learning Community –HRS 3-Guaranteed & Viable Curriculum</i>
<p>February</p>	<p>Regional focus-cohort meetings:</p> <ul style="list-style-type: none"> • Review progress of AR SIP project – begin data analysis • Hot topics/issues 	
<p>March</p>	<p>Regional focus-cohort meetings:</p> <ul style="list-style-type: none"> • Review progress of Team AR SIP project – data analysis and project synthesis • SIP for next year • Hot topics/issues 	
<p>April</p>	<p>Seminar:</p> <ul style="list-style-type: none"> • Leadership development • Team AR Showcase of Schools 	<ul style="list-style-type: none"> • <i>Graduation</i>
<p>May/ June</p>	<p>Regional focus-cohort meetings:</p> <ul style="list-style-type: none"> • Bringing closure to IPLI • Celebration • Hot topics/issues 	



Dr. Phillip Warrick



Dr. Mario Acosta



Annette Breaux



IPLI Leadership Team

IPLI Keynote Speakers for Year 2

Budget Proposal 2024 - 2026

Indiana State University has approved the 2024 – 25 budget. Budgets are submitted annually.

DESCRIPTION	2024 - 2025	2025 - 2026
Projected Expenditures:		
Personnel <ul style="list-style-type: none"> Salaries for Director, Program Coordinator, Student Workers Benefits for Director, Program Coordinator 	\$195,000	\$197,000
Contracted Services <ul style="list-style-type: none"> Mentor stipends Speaker stipends Data collection and analysis Consultant stipends 	\$235,000	\$235,000
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 	\$90,000	\$90,000
Other Services <ul style="list-style-type: none"> IASP memberships IASP conference registrations Food for seminars Seminar facility costs 	\$105,000	\$105,000
Total Supplies	\$15,000	\$13,000
Expenditures Total	\$640,000	\$640,000
Projected Revenue:		
State Appropriation	\$600,000	\$600,000
District \$1,000/Principal	\$40,000	\$40,000
Revenue Total	\$640,000	\$640,000

Final Thoughts

The Indiana Principal Leadership Institute (IPLI) is dedicated to cultivating effective educational leaders across Indiana. As it continues to expand its reach across Indiana, IPLI aims to meet the leadership needs of all public school principals. Its success can be attributed to the unwavering support and provisions provided by the Indiana General Assembly and our IPLI Partners. These collaborations are essential for ongoing program development and growth.

The institute remains committed to adapting its research-based programming to address the evolving needs of building leaders. Regular feedback from participants plays a pivotal role in shaping IPLI's offerings. Based on this feedback, adjustments are made to serve school leaders better each year while maintaining a guaranteed and viable curriculum. With that, IPLI strives to provide principals with cutting-edge opportunities in an ever-changing educational landscape. These opportunities empower principals to enhance their leadership skills and stay abreast of the latest trends.

IPLI expresses deep gratitude to the Indiana General Assembly and statewide colleagues. Their belief in great principals drives the institute's mission to foster leadership and school growth for Indiana's children.

IPLI remains at the forefront of research-based educational leadership, equipping principals with the tools to lead outstanding schools.

"Great Principals, Great Schools"



“Serving as a national model for principal professional development, the Indiana Principal Leadership Institute is having an incredible influence on principals and their schools. With the bipartisan support from the Indiana General Assembly, IPLI is helping achieve our common goals of improving public schools and increasing student success.”

SENATOR ANDY ZAY

“IPLI continues to support principals and school leaders, and during our current educational landscape, serves as an anchor for leaders to collaborate and find resources in uncertain times. The IPLI model has demonstrated how sustained and integrated leadership development must occur, and IASP is a proud partner with IPLI. Together, we can contribute to the leadership fabric that is now ingrained across Indiana, which allows our principals to meet our students’ continuing needs.”

DR. TODD BESS, EXECUTIVE DIRECTOR, INDIANA ASSOCIATION OF SCHOOL PRINCIPALS

“As a member of the original IPLI Design Team and ISU Professor, I’m pleased with the impact of IPLI as a pivotal empowerment experience. We find that a principal’s leadership capacity invariably serves as a fulcrum for school capacity, leveraging growth in a learning organization. In short, IPLI delivers; students across Indiana benefit!”

DR. RYAN DONLAN, PROFESSOR, INDIANA STATE UNIVERSITY

“I would like to express my appreciation for the focus, engagement, and professional development the Indiana Principal Leadership Institute provides Indiana building-level educational leaders. IPLI is dedicated to ensuring Indiana Principals receive the most relevant and impactful training by designing innovative content and delivering the highest quality programming. All participants are provided with research-based strategies to enhance their leadership skills and thus increase their effectiveness and positive impact. IAPSS is highly grateful for the efforts and influence of IPLI on both the development of leadership expertise and best practice that will transfer in assisting IPLI graduates as they transition into the Superintendency. They will continue to serve and support the educational programming for Indiana’s most valued assets, our young people.”

DR. ROBERT TAYLOR, EXECUTIVE DIRECTOR, INDIANA ASSOCIATION OF PUBLIC SCHOOL SUPERINTENDENTS



Great Principals! Great Schools!

Access the 2023-2024 Legislative Report at
www.indianapli.org

Indiana Principal Leadership Institute

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