





Indiana Principal Leadership Institute
Bayh College of Education
University Hall, Room 213
Terre Haute, IN 47809

June 30, 2014

Dear Partner in Mission:

As Director of the Indiana Principal Leadership Institute (IPLI), it is an honor to present to you an annual report of the Institute. Signed into law in May 2013, Senate Bill 402 authorized the creation of this two-year intensive professional development program for Indiana principals. Today, I am pleased to report the successful completion of year one for our first cohort, and in two weeks we will launch our second cohort of principals.

In creating IPLI, the State recognized the impact principals have on student achievement. Current research indicates that principals are second only to teachers as the most influential in-school factor impacting student achievement. But it takes multiple in-school factors merging together to significantly enhance student achievement on a larger scale, and it is the principal who is in the unique position to make this happen (Center for Public Education).

The charge to IPLI is to “strengthen leadership and management skills of practicing Indiana public school principals” to “achieve excellence in teacher and student performance.” In year one, the principals are asked to focus on their leadership skills and develop a plan for improvement guided by their mentors. In the second year, two teachers join each principal and the focus shifts to the school. By the end of year two, a strong, data-and research-based school improvement plan and process are developed to drive the work of the school for the next two to three years.

The following report outlines the activities our principals engage in throughout the two years, and preliminary, first-year data from their action research plans indicate that we are impacting their skills. Ultimately, we hope to make a significant impact on student achievement, but recent research suggests that it takes five years to fully stabilize and improve the teaching staff and to completely implement policies and practices to positively impact the school's performance (Center for Public Education). It is our intent to maintain our relationships with IPLI schools after the two years and continue to collect longitudinal student achievement data. We ask our principals to provide actionable data on student improvement and bring it before their school systems and citizens. This is the success data we hold up as proof of results, and we would expect you to, as well.

IPLI is guided by an engaged and active advisory group comprised of Hoosier education stakeholders. Their vision and support is extremely valuable as we address current needs of Indiana principals. In just one year we have touched 57 principals and 11 mentors in our first cohort. In July, an additional 59 principals and 13 mentors will begin their professional development journey as Cohort #2. In addition, social and electronic media make our resources available to many, many more principals throughout the state.

We also recognize that IPLI cannot accomplish its mission on its own, and we have formed strong relationships with the Indiana Association of School Principals, the Indiana Association of Public School Superintendents, and the Indiana Department of Education. Recently, IPLI formed a partnership with the principals' and superintendents' associations to create the Indiana New Administrator Leadership Institute (INALI) to address the needs of first-year building-level administrators. Recent research indicates that less than 50 percent of new principals remain at the same school after five years. Through INALI, we intend to break the cycle of high turnover rates. We are excited about this special, high level of mentoring we will provide in this pioneering approach. We are anticipating that this program will impact 25-30 new building-level administrators throughout the state each year.

As we move into year two of IPLI, we are excited about the further development of the program. The challenges of the principalship are immense, and by creating IPLI, you have provided innovative support for Indiana principals and their schools. We thank you for your support, and if you have any questions about this report, please do not hesitate to contact me.

Sincerely,

Linda Marrs-Morford
Director

MISSION: The Indiana Principal Leadership Institute provides building-level principals with the skills and tools needed to increase their personal leadership capacity, as well as to increase the learning capacity of their schools.

OVERVIEW: Senate Bill 402 was signed by Governor Pence on May 11, 2013, creating the Indiana Principal Leadership Institute, housed at Indiana State University's Bayh College of Education. IPLI is a two-year experience designed to address the professional needs of Indiana public school principals with an emphasis on student success. The institute's first year focuses on increasing a principal's capacity to address the current needs of their school, such as teacher evaluation models, student performance, community involvement and shaping a strong school culture. In year two, each principal and two members of his/her school improvement team work together to increase the capacity of the school.

CONCEPTUAL FRAMEWORK: The conceptual framework for the model that guides IPLI is grounded in theory from the literature related to leadership capacity and learning organizations. It is separated into three parts to better understand the process:

- 1) the interaction of personal (leadership improvement plan) and organizational goals (school improvement plan);
- 2) using action research to create local knowledge; and
- 3) using regional focus-cohorts as learning communities.

It is through the processes of reflection, scientific inquiry, and collaboration that structure the best professional development for principals in the nation.

BENEFITS OF PARTICIPATION: Participation in IPLI includes the following benefits:

- Two-year intensive professional development program;
- Mentoring by trained, highly-qualified mentors;
- Monthly focus cohort meetings;
- Five seminars featuring nationally-recognized school leaders;
- Access to resources to support the needs of principals and their schools;
- Membership in the Indiana Association of School Principals;
- Registration for the Indiana Association of School Principals Fall Conference; and
- Registration for the Ed Leaders Network, which is on-demand professional development to enhance one's educational leadership.

BENEFITS FOR ALL INDIANA PRINCIPALS: In addition to the targeted work with enrolled principals, IPLI is developing resources for use by all Indiana principals, their schools, and their school communities. These resources include:

- Access to all IPLI website (www.indianapli.org/) and social media platforms (Twitter, Facebook);
- Access to IPLI Director blogs;
- Access to leadership assessments;
- Access to handouts and select video from keynote speakers at IPLI seminars;
- Access to resources (such as checklists, leadership tips, organizational tools, and book summaries) located on IPLI website;
- Access to IPLI webinars dealing with hot topics in education;
- Access to research being conducted by IPLI participants; and
- Access to Indiana Association of School Principals Fall Conference speakers co-sponsored by IPLI. For example, on November 24, 2014, IPLI will co-sponsor the keynote speaker for the IASP Conference, Dr. Robert Marzano.

COHORT #1- 2013-2015

- 11 Mentors
- 57 Principals
- In year two, each principal invites two teachers to join him/her for four of the five seminars.

57 PRINCIPALS	FREE & REDUCED	A-F ACCOUNTABILITY
23 Elementary	13.8%-19%: 8 schools	A: 20 schools
15 Middle School /Junior High	20%-29%: 7 schools	B: 12 schools
19 High Schools	30%-39%: 5 schools	C: 14 schools
	40%-49%: 14 schools	D: 6 schools
	50%-59%: 9 schools	F: 5 schools
	60%-69%: 10 schools	
	70%-79%: 2 schools	
	80%-89%: 1 schools	
	90%-100% 1 school	

COHORT #2- 2014-2016

- 13 Mentors
- 59 Principals

59 PRINCIPALS	FREE & REDUCED	A-F ACCOUNTABILITY
27 Elementary	13.8%-19%: 3 schools	A: 22 schools
12 Middle School /Junior High	20%-29%: 6 schools	B: 13 schools
10 Jr./Sr. High Schools	30%-39%: 6 schools	C: 16 schools
10 High Schools	40%-49%: 14 schools	D: 6 schools
	50%-59%: 16 schools	*No data available for 1 "new" school
	60%-69%: 8 schools	
	70%-79%: 4 schools	
	80%-89%: 1 schools	
	*No data available for 1 "new" school	

IPLI DIRECT IMPACT

- Total # of Principals Impacted
Year 1: 57
Year 2: 116
- Total # of Teachers Impacted
Year 1: ~2,300
Year 2: ~4,680
- Total # of Students Impacted
Year 1: ~38,206
Year 2: ~77,800

IPLI INDIRECT IMPACT

- All Indiana Principals

Access to IPLI resources:

www.indianapli.org/

Partnering with IASP (Fall Conference)

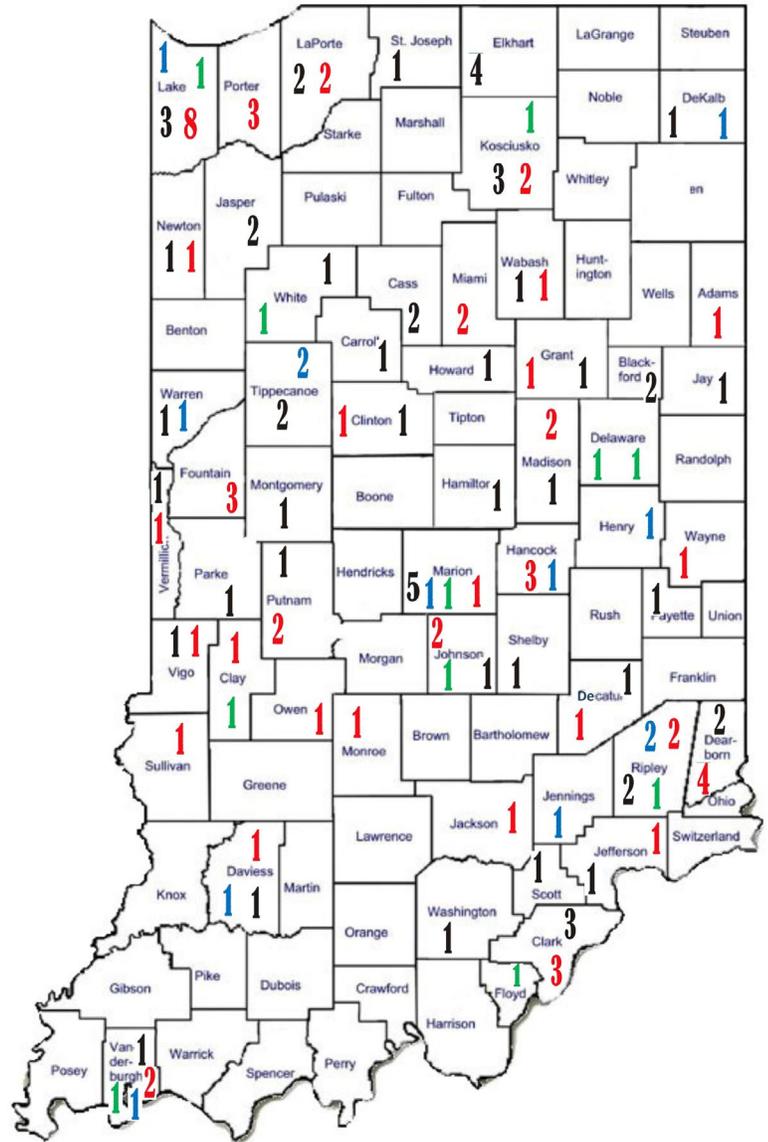
Presenting research at conferences

- Teachers > 58,000
- Students = >1,000,000
- Principals = >1,700

The following map identifies principals and mentors from Cohorts #1 and #2 by county.

MAP KEY

- 2013-2015 PRINCIPALS - 57
- 2013-2015 MENTORS - 11
- 2014-2016 PRINCIPALS - 59
- 2014-2016 MENTORS - 13



IPLI PARTNERSHIPS: IPLI has worked very closely with the Indiana Association of School Principals (IASP), the Indiana Association of Public School Superintendents (IAPSS), and the Indiana Department of Education. These partnerships have resulted in increased communication and sharing of resources between the organizations and their members. For example, the IASP provides facilities for mentor training sessions and IPLI Advisory Board meetings at no charge.

Through discussion with these organizations, it is clear that additional support for new Indiana building-level administrators is needed. IPLI, IASP, and IAPSS worked together to create the Indiana New Administrator Leadership Institute (INALI), to be housed with IPLI at Indiana State University. The INALI program builds upon the annual IASP New Administrator Conference and creates ongoing support through seminars, mentor meetings and communication, and the online, on-demand, professional development Ed Leaders Network. Funds for the program come from non-state appropriated dollars.

INALI IMPACT

Total # of New Administrators Impacted

- Year 1: ~20-30
- Year 2: ~20-30

Total # of Teachers Impacted

- Year 1: ~600-900
- Year 2: ~1,200-1,800

Total # of Students Impacted

- Year 1: ~10,600-15,960
- Year 2: ~21,280-31,920

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

IPLI would like to thank Lawrence Township School District for its support of IPLI and the use of its Community Center for the September, January, and April IPLI Seminars. These facilities are provided at no charge to IPLI. This partnership was facilitated by the Indiana Association of School Principals and the Indiana State Educational Leadership Department.

IPLI ADVISORY BOARD: By statute, the IPLI Advisory Board consists of eight members appointed by the president of Indiana State University, and one member appointed by the State Superintendent of Public Instruction. The first IPLI Advisory Board meeting was held on December 10, 2013. Dr. Todd Bess was elected chairperson. The spring meeting was held on June 17, 2014. The following chart identifies the mandated groups to be represented and the appointed individual:

GROUPS	BOARD MEMBER
◆ State Superintendent Appointment	◆ Todd Bess, Executive Director, Indiana Association of School Principals, Indianapolis
◆ Practicing public school principals	◆ Michelle Lavin, Wadsworth Elementary School, Griffith Public Schools
◆ Members of the general assembly	◆ The Honorable Carlin Yoder Indiana State Senator, District 12
◆ Experts in administration, supervision, curriculum development, or evaluation who are members of the faculty of a state supported university	◆ Dr. Steve Gruenert, Department Chair, Indiana State University Department of Educational Leadership
◆ Practicing school superintendents	◆ Dr. Paul Kaiser, Beech Grove City Schools
◆ Parents of public school age children	◆ Nicole Law, Leadership & Learning Center, Indianapolis
◆ Practicing public school teachers	◆ Karla Kelley, Thompkins Middle School, Evansville
◆ Members of the business or industry community	◆ Rick Burger, Duke Energy, Terre Haute
◆ Others:	◆ John. T. Coopman, Executive Director, Indiana Association of Public School Superintendents, Indianapolis

IPLI HIGHLIGHTS:

DATE	ACTIVITIES	RESULTS
<p>◆ July 16-17, 2013 Summer Seminar</p>	<ul style="list-style-type: none"> • Baruti Kafele: School Leadership Practices for Transforming Attitudes • Jeff Zoul: The Friday Focus: Improving Your School One Week at a Time • Annette Breaux: The 10-Minute Inservice • Steve Gruenert: Overview of IPLI & Action Research • Completed Leadership Capacity Self-Assessment • Met with IPLI Mentor 	<p>Overall participants' rating: 9.05 out of a possible 10 points; 45/54 respondents rated as "exceeded expectations."</p> <p>Takeaways:</p> <ul style="list-style-type: none"> • "How to be more intentional about being an instructional leader" • "Many ideas I can use that can instantly be applied"
<p>◆ September 30, 2013</p>	<ul style="list-style-type: none"> • Rhonda Mull & David Hoffert: Three Signs of a Miserable Job • Jessica Johnson & Amber Teamann: Principal 2.0: The Connected Administrator • Overview of Ed Leaders Network • Development of 1st action research plan (leadership plan) • Building-level "hot topics" discussions 	<p>Overall participants' rating: 8.58 out of a possible 10 points; 34 "exceeded expectations;" 23 "met expectations"</p> <p>Takeaways:</p> <ul style="list-style-type: none"> • New communication tools to use • How to help poor teachers/staff • How to use assessment data • Leadership plan
<p>◆ November 25, 2013 In conjunction with IASP Principals Conference</p>	<ul style="list-style-type: none"> • Bob Ash: Lessons on Leadership • Todd Whitaker: Dealing with Difficult Teachers • Shared results of first action research plan • Building-level "hot topics" discussions 	<p>Overall participants' rating: 9.13 out of a possible 10 points; 14 "exceeded expectations;" 26 "met expectations"</p> <p>Takeaways:</p> <ul style="list-style-type: none"> • Many tools for working with difficult teachers • Working with ineffective teachers • How to analyze student growth data • Technology tips/tools/websites
<p>◆ January 27, 2014 Cancelled due to weather – flipped seminar</p>	<ul style="list-style-type: none"> • Linda Marrs-Morford: • Tips for Critical Conversations – presented in a webinar • Book read and discussions: Understanding School Culture • Flipped Faculty Meetings The Influencer: The New Science of Leading Change • Shared action research project results on IPLI discussion board 	<p>Overall participants' rating: 7.65 out of a possible 10 points; 12 "exceeded expectations;" 27 "met expectations;" 6 "below expectations"</p> <p>Takeaways:</p> <ul style="list-style-type: none"> • Tips from the book The Influencer • Good ideas for how to flip meetings
<p>◆ April 21, 2014</p>	<ul style="list-style-type: none"> • Steve Gruenert: Understanding School Culture • Shannon Holden: Flipped Faculty Meetings • Shared 3rd action research plan results • FedEX Activity: "Hot topics" in education by building-level • Leadership that Works • Fair Isn't Always Equal – Assessment & Grading • Digital Leadership 	<p>Overall participants' rating: 8.3 out of a possible 10 points; 21 "exceeded expectations;" 30 "met expectations;" 3 "below expectations"</p> <p>Takeaways:</p> <ul style="list-style-type: none"> • How to identify culture connections • How to shape school culture • FedEx building-level activity: Great ideas
<p>◆ July 16-17, 2014 Summer Seminar</p>	<ul style="list-style-type: none"> • 2014-2016 Cohort begins • 2013-2015 Cohort brings 2 teachers with them • Tammy Heflebower, Marzano & Associates: Leadership that Works • Rick Wormeli: Fair Isn't Always Equal – Assessment & Grading • Eric Shenberg: Digital Leadership 	

IPLI HIGHLIGHTS:

DATE	ACTIVITIES
 September 29 & 30 , 2014	<p>Cohort #1:</p> <ul style="list-style-type: none"> • High Reliability Schools Level 1 Data Review • Phil Warrick: Level 1 Critical Commitments • Teachers only: Annette Breaux: How to Impact Student Achievement & Behavior • Teams start work on school improvement plan <p>Cohort #2:</p> <ul style="list-style-type: none"> • Annette Breaux: The 10-Minute Inservice • Share results of 1st action research project • Develop leadership/action research project #2
 November 24, 2014 Principals Only In Conjunction with IASP Fall Conference	<p>Morning Session:</p> <ul style="list-style-type: none"> • Robert Marzano: Leadership for High Reliability Schools • Attend conference concurrent session <p>Afternoon session:</p> <ul style="list-style-type: none"> • Robert Marzano continues work with both cohorts • Continue work on leadership/action research plan
 January 26-27, 2015	<p>Cohort #1:</p> <ul style="list-style-type: none"> • High Reliability Schools Level 2 Data Review • Phil Warrick: Level 2 Critical Commitments • Teachers only: Todd Whitaker, What Great Teachers Do Differently • Teams continue work on school improvement plan <p>Cohort #2:</p> <ul style="list-style-type: none"> • Keynote: Todd Whitaker, Dealing with Difficult Teachers • Share progress on leadership/action research plan
 April 20-21, 2015	<p>Cohort #1:</p> <ul style="list-style-type: none"> • High Reliability Schools Level 3 Data Review • Phil Warrick: Level 3 Critical Commitments • Teachers only: TBD • Teams continue work on school improvement plan <p>Cohort #2:</p> <ul style="list-style-type: none"> • Keynote: TBD • Leadership/Action Research Presentations
 IPLI WEBSITE www.indianapli.org/	<ul style="list-style-type: none"> • IPLI Info • IPLI Discussion Board • Resources for principals (checklists, timelines, handouts from seminars, self-assessment tools, AR templates, etc.) • IPLI Webinars: Six-part series - Finding, Hiring, & Retaining Effective Teachers (also available on Ed Leaders Network) • Links to IPLI partners • Director's blog
 IPLI Newsletter www.indianapli.org/	<ul style="list-style-type: none"> • Highlighting the work of IPLI and IPLI participants • Sharing information for IN principals • Stories of interest from around the state

IPLI HIGHLIGHTS:

 <p>Monthly Focus Cohort Meetings</p>	<p>August October February March May June</p>	<ul style="list-style-type: none"> Organized by mentors based on needs of principals Share action research progress Face-to-face, Skype, Google Hangout 	<p>90% of participants rated the level of satisfaction 7 or higher (on a scale of 1-10)</p> <p>When asked the most beneficial aspect of regional focus cohort meetings, responses included:</p> <ul style="list-style-type: none"> “Collaboration and brainstorming: Our cohort group had a lot of problem solving discussions regarding real issues we were facing as principals in our respective buildings. We were able to glean and share in formation from our collective experiences to help advise and guide each other.” “They shared information that the other members of the cohort were able to bring to the conversations assisted me in my decision making throughout the year.” “This provided a safe, open environment to share concerns and success with other principals. This beneficial collaboration also served as a de-stressor because many of us face similar challenges.” “The discussions and discovering that someone else was in your same boat was helpful. We brainstormed some ideas and solutions together, too.”
 <p>Site Visits</p>	<p>1 in Fall 1 in Spring Ongoing</p>	<ul style="list-style-type: none"> Mentors visit participants’ schools Participants visit other principals’ and mentors’ schools 	
 <p>Mentoring</p>	<p>Ongoing</p>	<ul style="list-style-type: none"> Regional focus cohort groups One-to-one mentoring Seminar meetings 	<p>Participants were asked to identify the most beneficial aspect of the mentoring process:</p> <ul style="list-style-type: none"> “The affirmation and encouragement received that the initiatives that I am putting in place to improve student performance: 1) is research based and has proven results, 2) the resistance and criticism to change that I am facing as the building leader is typical . . . almost predictable, and 3) coaching.” “Having someone to guide us not only during the meeting but also while we are back in school. Knowing that you have someone from outside your district to confide in is wonderful. The mentors can give us different perspectives on situations that maybe someone with stakes in the outcome cannot.” “The mentor was very helpful in answering any and all questions I had throughout the year. She was very valuable in the advice she had shared with me. I feel the mentor is very important to helping us achieve the goals and objectives of IPLI.”

IPLI HIGHLIGHTS:



Participants were asked to identify what they found to be the most beneficial aspect of IPLI:

- “I found that meeting with other principal’s across the state provided a great network at a time when education in Indiana is facing so many changes.”
- “All of it! The speakers that have been brought in. The leadership of the core team and the knowledge they provide, the challenge they all give us to be a better leader for our students, staff and community.”
- “The ideas we obtained through professional development were easy to implement and directly applicable to current trends in education. The action research projects allowed for choice thus benefiting the needs of the principal and the school served. I appreciated the networking opportunity.”
- “IPLI has BY FAR been the best professional development experience of my career. The planning and professional connections are outstanding. The guests are fantastic and the amount of valuable resources has been very helpful as a new principal.”
- “The leadership has done an excellent job of presenting topics that are beneficial to us as educational leaders. The networking has been a tremendous asset to me and helping me become a more effective leader in my building. It has been a great way for me to take new ideas back to my building.”
- “Exposure to different people, different ideas, different methods of communication, climate vs. culture discussions, different avenues for self-reflection.”

PROJECTED BUDGET

DESCRIPTION	2014-2015	2015-2016
Projected Expenditures:		
Personnel <ul style="list-style-type: none"> • Salaries for Director, Administrative Assistant, Graduate Student • Benefits for Director, Administrative Assistant, Graduate Student 	\$191,147.00	\$196,881.00
Personal and Contracted Service <ul style="list-style-type: none"> • Mentor stipends • Speaker stipends • Data collection and analysis • External evaluator • Consultant stipends 	\$254,653.00	\$239,919.00
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 	\$114,200.00	\$114,200.00
Other Services <ul style="list-style-type: none"> • IASP Memberships • IASP Conference Registrations • Food for seminars • Seminar facility costs 	\$85,000.00	\$85,000.00
Total Supplies	\$14,000.00	\$14,000.00

PROJECTED BUDGET

DESCRIPTION	2014-2015	2015-2016
 Projected Expenditures:		
Reserve State Appropriations 2% Reduction	-	-
Expenditures Total	\$659,000.00	\$650,000.00
Projected Revenue		
State Appropriation	\$600,000	\$600,000
District \$1,000/Principal (1 year only)	\$59,000	\$59,000
Revenue Total	\$659,000	\$650,000

Indiana State In-Kind Contributions: Indiana State University supports IPLI through its in-kind contributions. Six faculty members from the Department of Educational Leadership volunteer over 600 hours of time to serve on the IPLI Design Team and attend all IPLI activities. They have also assisted in the development of numerous resources to support Indiana principals and have presented at IPLI seminars for no charge.

Indiana State University provides office space for IPLI at no charge. IPLI's home is the Bayh College of Education. In addition, operational support, training of IPLI staff, and technology support including housing the website on the university server are provided as in-kind contributions.

YEAR #1 --- 2014-2015
COHORT #2

ACTIVITY	DATE	AGENDA
Summer Seminar on ISU Campus	July 16, 2014 9:00 a.m. – 8:00 p.m.	<ul style="list-style-type: none"> • 2 keynotes and reflection activities • Intro to Leadership/Action Research Plan • Get to know regional focus cohort
	July 17, 2014 9:00 a.m. – 4:00 p.m.	<ul style="list-style-type: none"> • 1 keynote and reflection activity • Cohort #1 shares examples of Action Research with Cohort #2 • Begin work on 1st Leadership/Action Research Plan • Determine dates and times for regional focus cohort meetings
August Regional Focus Cohort	TBD by Mentor & Group	TBD by Mentor & Group <ul style="list-style-type: none"> • Leadership/Action Research Plan
September Seminar Lawrence Township Ed. & Community Center 6501 Sunnyside Road, Indianapolis, IN 46236	September 30, 2014 9:00 a.m. – 6:00 p.m.	<ul style="list-style-type: none"> • Keynote: Annette Breaux, 10-Minute Inservice and reflection activity • Keynote: Steve Gruenert, School Culture and reflection activity • Share results of leadership/action research plan #1 • Continue to develop leadership/action research plan • Building-level activity • Regional focus cohort meeting
October Regional Focus Cohort	TBD by Mentor & Group	TBD by Mentor & Group <ul style="list-style-type: none"> • Leadership/Action Research Plan
November Seminar In conjunction with IASP Conference	November 24, 2014	Morning <ul style="list-style-type: none"> • Keynote: Robert Marzano • Attend concurrent session of choice Afternoon <ul style="list-style-type: none"> • Keynote: Robert Marzano, Leadership That Works and reflection activity • Share progress on leadership/action research plan • Building-level meetings • Regional focus cohort meetings
December	Happy Holidays	
January Seminar Lawrence Township Ed. & Community Center 6501 Sunnyside Road, Indianapolis, IN 46236	January 27, 2015 9:00 a.m. – 6:00 p.m.	<ul style="list-style-type: none"> • Keynote: Todd Whitaker, Dealing with Difficult Teachers and reflection activity • Keynote: TBD, Coaching Teachers to Improve Practice and reflection activity • Share progress of leadership/action research plan • Continue to develop leadership/action research plan • Building-level activity • Regional focus cohort meeting

YEAR #1 --- 2014-2015
COHORT #2 (Continued)

ACTIVITY	DATE	AGENDA
February Regional Focus Cohort	TBD by Mentor & Group	TBD by Mentor & Group <ul style="list-style-type: none"> • Leadership/Action Research Plan • Influencer book read • IPLI Personnel Series webinars
March Regional Focus Cohort	TBD by Mentor & Group	TBD by Mentor & Group <ul style="list-style-type: none"> • Leadership/Action Research Plan • Influencer book read • IPLI Personnel Series webinars
April Seminar Lawrence Township Ed. & Community Center 6501 Sunnyside Road, Indianapolis, IN 46236	April 21, 2015 9:00 a.m. – 6:00 p.m.	<ul style="list-style-type: none"> • Keynote: TBD and reflection activity • Keynote: Steve Gruenert, School Culture and Identifying • Teacher Leaders, reflection activity • Share progress of leadership/action research plan • Continue to develop leadership/action research plan • Building-level activity • Regional focus cohort meeting
May Regional Focus Cohort	TBD by Mentor & Group	TBD by Mentor & Group <ul style="list-style-type: none"> • Leadership/Action Research Plan

In addition,

- Mentors will conduct two site-visits to each principal's school; one in the fall and one in the spring.
- Mentors will maintain regular (weekly) communication with regional focus-cohort members.
- The IPLI website will be updated regularly to include resources for principals.
- The IPLI discussion board on the website is available for group discussions.
- IPLI will publish quarterly newsletters.

YEAR #2 --- 2014-2015
COHORT #1

ACTIVITY	DATE	AGENDA
Summer Seminar on ISU Campus	July 16, 2014 9:00 a.m. – 8:00 p.m.	<ul style="list-style-type: none"> • 2 keynotes and reflection activities • Intro to High Reliability School Model
	July 17, 2014 9:00 a.m. – 4:00 p.m.	<ul style="list-style-type: none"> • 1 keynote and reflection activity • Share action research with Cohort #2 • Working with building team, identify next steps
August Regional Focus Cohort	TBD by Mentor & Group	TBD by Mentor & Group <ul style="list-style-type: none"> • Leadership/Action Research Plan
September Seminar Lawrence Township Ed. & Community Center 6501 Sunnyside Road, Indianapolis, IN 46236	September 29, 2014 9:00 a.m. – 6:00 p.m.	<ul style="list-style-type: none"> • Keynote: Phil Warrick, Marzano & Associates, Analyzing • Level 1 Data and Level 1 Critical Commitments • Keynote: Lisa Lantrip & Wendy Skibinski, Using data Effectively • Principals: Regional focus cohort meeting • Teachers: Annette Breaux, How to Impact Student Achievement & Behavior • School Teams: Begin work on school improvement plan
October Regional Focus Cohort	TBD by Mentor & Group	TBD by Mentor & Group <ul style="list-style-type: none"> • Leadership/Action Research Plan
October/November	Late October/Early November	<ul style="list-style-type: none"> • Level 2 Leading Indicator Survey administered • Teams continue discussion of Level 1 results and development of school improvement plan
November Seminar In conjunction with IASP Conference	November 24, 2014	Morning <ul style="list-style-type: none"> • Keynote: Robert Marzano • Attend concurrent session of choice Afternoon <ul style="list-style-type: none"> • Keynote: Robert Marzano, Leadership That Works and reflection activity • Building-level meetings • Regional focus cohort meetings
December	Happy Holidays	

**YEAR #2 --- 2014-2015
COHORT #1 (Continued)**

ACTIVITY	DATE	AGENDA
January Seminar Lawrence Township Ed. & Community Center 6501 Sunnyside Road, Indianapolis, IN 46236	January 26, 2015 9:00 a.m. – 6:00 p.m.	<ul style="list-style-type: none"> • Keynote: Phil Warrick, Marzano & Associates, Analyzing Level 2 Data and Level 2 Critical Commitments • Keynote: TBD, Coaching to Improve Practice • Principals: Regional focus cohort meeting • Teachers: Todd Whitaker, What Great Teachers Do Differently • Continue work on school improvement plan
February Regional Focus Cohort	TBD by Mentor & Group	TBD by Mentor & Group <ul style="list-style-type: none"> • Leadership/Action Research Plan • Book read TBD
March Regional Focus Cohort	TBD by Mentor & Group	TBD by Mentor & Group <ul style="list-style-type: none"> • Leadership/Action Research Plan • Book read TBD
March	Late March	<ul style="list-style-type: none"> • Level 3 Leading Indicator Survey administered • Teams continue discussion of Level 1 & 2 results and development of school improvement plan
April Seminar Lawrence Township Ed. & / Community Center 6501 Sunnyside Road, Indianapolis, IN 46236	April 20, 2015 9:00 a.m. – 6:00 p.m.	<ul style="list-style-type: none"> • Keynote: TBD and reflection activity • Keynote: Steve Gruenert, School Culture and Identifying Teacher Leaders, reflection activity • Share progress of leadership/action research plan • Continue to develop leadership/action research plan • Building-level activity • Regional focus cohort meeting • GRADUATION
May Regional Focus Cohort	TBD by Mentor & Group	TBD by Mentor & Group <ul style="list-style-type: none"> • Leadership/Action Research Plan

In addition,

- Mentors will conduct two site-visits to each principal's school; one in the fall and one in the spring.
- Mentors will maintain regular (weekly) communication with regional focus-cohort members.
- The IPLI website will be updated regularly to include resources for principals.
- The IPLI discussion board on the website is available for group discussions.
- IPLI will publish quarterly newsletters.