

Indiana Principal Leadership Institute

2019-2020/MAKING AN IMPACT



641+ *teachers*

have participated

with their principals

254,088

Directly Impacted Students

17,559

Directly Impacted Teachers

175

INTENSIVE

PROFESSIONAL

DEVELOPMENT HOURS

FOR EACH PRINCIPAL

403

PRINCIPALS

**Action Research
Completed**

705

PRINCIPAL-FOCUSED STUDIES

521

SCHOOL-FOCUSED STUDIES

IPLI'S FIFTH GRADUATING COHORT



On April 15, 2019, IPLI graduated its fifth cohort consisting of 53 principals and 11 mentors.

MISSION STATEMENT

The mission of the Indiana Principal Leadership Institute is to provide building-level principals with the skills and tools needed to increase their personal leadership capacities, as well as to increase the learning capacities of their schools.

LETTER FROM THE PRESIDENT AND DIRECTOR

Indiana State University and the Bayh College of Education are pleased to share the *2019-2020 Indiana Principal Leadership Institute Impact Report* with you.

Created by the Indiana General Assembly in 2013, the Indiana Principal Leadership Institute (IPLI) is a byproduct of a bipartisan effort to strengthen education in our state by focusing on school principals and increasing their leadership capacities. Currently in its seventh year of operation, IPLI has directly impacted 403 practicing principals, over 17,500 teachers, and more than 254,000 students in Indiana schools.

Utilizing a reflective learning and inquiry approach, this innovative professional development program for principals continues to gain national and international recognition. Recently, IPLI co-hosted the first National Summit on School Leadership with the U.S. Department of Education's Office of Elementary and Secondary Education in Washington, D.C. With a focus on cultivating equitable and culturally responsive education communities, over 150 school leaders gathered to share best practices and examine their own and their schools' capacities for change. During the National Summit, IPLI had the opportunity to share the IPLI framework with multiple state and national leaders.

IPLI continues to grow, and in July, IPLI launched its newest initiative for graduates – IPLI Extended. Modeled after IPLI, it is a one-year program that allows participants to dig deeper into research and best practices in targeted areas. Twenty-four school administrators are enrolled in Cohort 1.

This report includes program data as well as firsthand accounts of how IPLI, IPLI Extended, and the Indiana New Administrator Leadership Institute (INALI) are creating an aligned system of leadership support for Indiana deans, assistant principals, and principals. IPLI is making a difference in the lives of not only principals and teachers but also Indiana children. We look forward to another meaningful year ahead, as well as sharing widely the research, resources, and materials created through IPLI, IPLI Extended, and INALI.



Deborah J. Curtis
ISU President



Linda Marrs-Morford
IPLI Director

A handwritten signature in blue ink that reads "Deborah J. Curtis".

Deborah J. Curtis, President
Indiana State University

A handwritten signature in blue ink that reads "Linda K. Marrs-Morford".

Linda K. Marrs-Morford, Director
Indiana Principal Leadership Institute

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NATHAN BOYD
Chief Equity & Multicultural Officer
South Bend Community School Corporation
Cohort 2 Graduate & Cohort 7 Mentor

ROB MOORHEAD
Superintendent
South Ripley Community School Corporation

IPLI Cohort Data

Cohort 5 2017-2019	Cohort 6 2018-2020	Cohort 7 2019-2021
<ul style="list-style-type: none"> ➤ 59 Principals ➤ 11 Mentors 	<ul style="list-style-type: none"> ➤ 49 Principals ➤ 11 Mentors 	<ul style="list-style-type: none"> ➤ 56 Principals ➤ 13 Mentors
<ul style="list-style-type: none"> ➤ 37 - Elementary Schools ➤ 10 - Middle/Junior High Schools ➤ 9 - Junior/Senior High Schools ➤ 3 - High Schools 	<ul style="list-style-type: none"> ➤ 28 - Elementary Schools ➤ 1 - K-8 School ➤ 5 - Middle/Junior High Schools ➤ 5 - Junior/Senior High Schools ➤ 10 - High Schools 	<ul style="list-style-type: none"> ➤ 39 - Elementary Schools ➤ 7 - Middle/Junior High Schools ➤ 3 - Junior/Senior High Schools ➤ 7 - High Schools
FREE & REDUCED	FREE & REDUCED	FREE & REDUCED
<ul style="list-style-type: none"> ➤ 0.0%-19%: 0 Schools ➤ 20%-29%: 6 Schools ➤ 30%-39%: 11 Schools ➤ 40%-49%: 13 Schools ➤ 50%-59%: 10 Schools ➤ 60%-69%: 8 Schools ➤ 70%-79%: 3 Schools ➤ 80%-89%: 5 Schools ➤ 90%-100%: 3 Schools 	<ul style="list-style-type: none"> ➤ 0.0%-19%: 5 Schools ➤ 20%-29%: 4 Schools ➤ 30%-39%: 8 Schools ➤ 40%-49%: 12 Schools ➤ 50%-59%: 2 Schools ➤ 60%-69%: 9 Schools ➤ 70%-79%: 3 Schools ➤ 80%-89%: 2 Schools ➤ 90%-100%: 3 Schools ➤ NA: 1 School 	<ul style="list-style-type: none"> ➤ 0.0%-19%: 3 Schools ➤ 20%-29%: 4 Schools ➤ 30%-39%: 9 Schools ➤ 40%-49%: 9 Schools ➤ 50%-59%: 14 Schools ➤ 60%-69%: 14 Schools ➤ 70%-79%: 3 Schools ➤ 80%-89%: 0 Schools ➤ 90%-100%: 0 Schools
A-F ACCOUNTABILITY**	A-F ACCOUNTABILITY	A-F ACCOUNTABILITY
<ul style="list-style-type: none"> ➤ A: 12 Schools ➤ B: 18 Schools ➤ C: 19 Schools ➤ D: 8 Schools ➤ F: 1 School ➤ NA: 1 School 	<ul style="list-style-type: none"> ➤ A: 12 Schools ➤ B: 22 Schools ➤ C: 10 Schools ➤ D: 0 Schools ➤ F: 4 Schools ➤ NA: 1 School 	<ul style="list-style-type: none"> ➤ A: 13 Schools ➤ B: 28 Schools ➤ C: 10 Schools ➤ D: 5 Schools ➤ F: 0 Schools ➤ NA: 0 Schools

***For Cohorts 1-4 data, see previous IPLI Impact Reports or IPLI Annual Reports at www.indianapli.org.**

“In 31 years of education, I have not experienced a better professional development program than the Indiana Principal Leadership Institute. I was fortunate enough to be invited for its initial cohort in 2013 and currently serve as a mentor in Cohort 6. The training and education have helped develop me to be a strong advocate for quality school climate, as well as a leader to all of our schools in effective teaching. What IPLI has done for my career, and more importantly, the students, staff, and stakeholders that I am entrusted to, is truly priceless.”

Jack Birmingham, Assistant Superintendent Union Township School Corporation

IPLI Model -

WHAT DOES IPLI LOOK LIKE?

- 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

"IPLI has impacted me as a leader far beyond what I imagined it could be in just the first six months of my experience. I'm learning about myself as a leader and developing relationships with my mentor, cohort group, and other principals across the state. I don't think I realized how valuable the camaraderie with other principals could be for my personal and professional well-being."

TINA FAWKS, COHORT 7
Northeast Dubois High School
Northeast Dubois County School Corporation

"Through supporting Indiana principals in doing action research, IPLI is enacting what research tells us are important components of professional development: it must be job-embedded, ongoing, active, and connected to data. It's clear that IPLI's model of action research is a powerful mechanism to increase both the leadership capacity of Indiana principals and the learning capacities of their schools."

DR. NANCY FICHTMAN DANA
Professor
School of Teaching and Learning
University of Florida

IPLI supports the work of principals and their teams by 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 the principal and increasing his/her leadership capacity. In year two, principals invite two teacher-leaders to join them, creating mini school improvement teams that concentrate on increasing the learning capacities of their schools.

ACTION RESEARCH

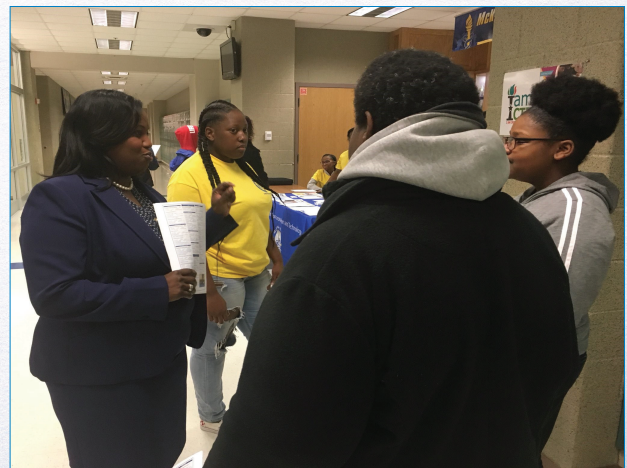
One component of the IPLI program model is the utilization of action research to engage principals and school teams in research-based approaches to decision making. Action research involves collecting and analyzing data, then adjusting and evaluating practice.

At the end of each year, principals and teams present their research in a conference-style format. In addition, summaries of all research projects and their results can be found on the IPLI website at www.indianapli.org. Selected projects from each cohort are also presented at the annual IASP Fall Professionals Conference.

YEAR 1

Principal Mari Swayne of MSD of Lawrence Township is pushing the entire Career and Technical Education Program at McKenzie Center for Innovation and Technology to the next level to meet the requirements of part three of the Indiana Graduation Pathways - postsecondary ready competencies. Through her collaboration with fellow high school principals, Mari is empowering them utilizing Kaizen and Kanban (two Japanese words for continuous improvement) to reach this goal.

"I am grateful to IPLI for enhancing my skills as a principal by providing excellent opportunities to network, collaborate with a diverse group of educational leaders, and improve in specific critical areas with feedback that is data driven. IPLI not only makes me a better leader, it emphasizes the importance of investing and empowering a team of my building educators to support school improvement and culture."

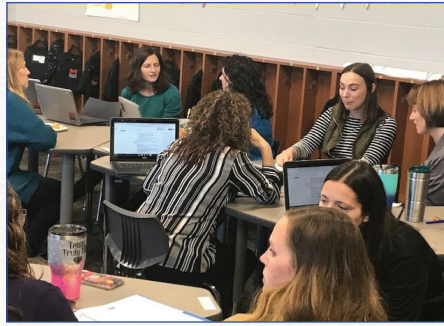


Students and parents at the McKenzie Center for Innovation and Technology engaging with Principal Mari Swayne..

Action Research

YEAR 1 (CONTINUED)

IPLI Cohort 7 Principal David Horvath from Anderson Elementary is focusing on sharing best practices for guided reading with his teachers during his first year of IPLI. David is leading a book study and utilizing Google Classroom discussions, grade level meetings, and the sharing of artifacts in order to accomplish his goal.



David's staff discussing best practices for guided reading.

"During this first year, IPLI has helped me reflect on my previous and current practices as a building leader. Being able to learn about leadership qualities I can improve upon has helped me immensely!"

YEAR 2



The Prairie View Elementary Leadership Team

IPLI Year 2 Principal Rhonda Myers and her two teacher-leaders Lauren Dyer and Wendi Hemphill from Prairie View Elementary School have focused on increasing teacher efficacy by building a teaching video library. The team heard Dr. John Hattie at the IPLI Summer Seminar talk about "teacher efficacy" as the number one influence related to student achievement. In order to begin to build efficacy, the school purchased Swivl™ cameras for teachers to use to record their own teaching, review and get feedback, and implement improvements. Finalized videos are loaded into the school's "Best Practice Library" for all teachers to utilize.

"IPLI has had a significant impact on school leadership, on teaching practice, and on student achievement. When we know better, we do better."

At Otterbein Elementary School, Principal Rich Brown and his two teacher-leaders Katie Stuart and Jen Young are leading the staff through the construction of an instructional model. They are working together to create an action plan detailing who they are and who they want to be pedagogically for their students and community.



Principal Rich Brown working with students at Otterbein Elementary School.

"Otterbein is working on our overall culture, increasing our instructional focus, and making changes to better meet the social and emotional needs of our children. These movements have come to action because of the exposure to information and the work we have completed as part of IPLI."

TRANSFORMATION THROUGH A HIGH RELIABILITY SCHOOLS™ MODEL

IPLI's partnership with Marzano Research opens new doors for our principals to transform their schools through learning five imperative elements of High Reliability Schools™:

1. Safe and Collaborative Culture
2. Effective Teaching in Every Classroom
3. Guaranteed and Viable Curriculum
4. Standards-Referenced Reporting
5. Competency-Based Education

"We now know that the impact a school leader has on his or her building's success is statistically significant. IPLI is focused on what research supports as being the 'right' work, and we're honored to be a partner in both building leader capacity and developing school improvement plans that help Indiana schools become high-reliability organizations focused on continuous improvement."

DR. ROBERT MARZANO
Cofounder and CEO
Marzano Research

IPLI Goes to Washington

In August of 2018, IPLI Director Linda Marrs-Morford contacted Mark Washington, Deputy Assistant Secretary for Management and Planning, Office of Elementary and Secondary Education, U.S. Department of Education and expressed interest in co-hosting a national summit on school leadership with the Department of Education. Fifteen months later, the first National Summit on School Leadership was held in Washington, D.C. on November 13 and 14, 2019. This collaborative effort between IPLI and the U.S. Office of Elementary and Secondary Education focused on four areas:

1. Equity and Cultural Responsiveness
2. Community of Care and Support for Students
3. Professional Community for Teachers and Staff
4. Meaningful Engagement of Families and Community



IPLI Leadership Team (L-R): Steve Gruenert, David Robertson, Jane Rogers, Linda Marrs-Morford, Lori Davis, Brian Disney, Rhonda Roos, and Amy Linkel.

Over 150 school leaders gathered including representatives from IPLI, the U.S. Department of Education, the National Association of Elementary School Principals, the National Association of Secondary School Principals,

the Council of Chief State School Officers, and National Blue Ribbon Schools Bell Award Winners. In addition to hearing from excellent school leaders and engaging in meaningful conversations with colleagues, attendees created an action plan designed for immediate implementation.

IPLI Leadership Team

- **Dr. Linda Marrs-Morford**
IPLI Director
- **Lori Davis**
IPLI Program Coordinator
- **Dr. Steve Gruenert**
ISU Dept. of Educational Leadership IPLI Liaison
- **Dr. Brian Disney**
Principal, Mooresville High School
- **Amy Linkel**
Principal, South Ripley Elementary School
- **Jane Rogers**
Superintendent, Milan Community School Corporation
- **Dr. Rhonda Roos**
Educational Consultant
- **Dr. David Robertson**
Chief Academic Officer, Warsaw Community Schools
- **Mike Pinto**
Principal, James Cole Elementary School



Leadership Team Member Jane Rogers facilitating a table discussion with Summit participants.

IPLI Director Linda Marrs-Morford and Dr. Steve Gruenert, IPLI liaison from the ISU Department of Educational Leadership, presented a session sharing how Indiana has created an aligned system of support through the creation of the INALI, IPLI, and IPLI Extended. Several state leaders expressed interest in the IPLI model, and Dr. Marrs-Morford has followed-up with these individuals.



After the Summit, IPLI Leadership Team members visited several Indiana legislators' offices to share information about IPLI and the National Summit.

OVERALL IPLI RESULTS

Although recent research suggests that it takes five years to fully stabilize and improve the teaching staff and to implement complete policies and practices that positively impact the school's performance (Center for Public Education), preliminary data indicate that IPLI is impacting principals' skills and improving schools in a shorter time frame.

Program exit survey results and data collected from action research projects are showing improvements in leadership skills and student achievement. The following table summarizes key results from IPLI Cohorts 1-5 Program Exit Surveys from principals.

Survey Item	Combined Ratings
Value of overall experience	9.23/10
Overall seminar rating	8.79/10
Value of monthly regional focus-cohort meetings	8.56/10
Value of the action research projects	8.58/10
Value of including two teachers in year two	9.01/10
Value of using the High Reliability Schools™ Framework in year two	8.81/10
Quality of the mentoring relationship	9.22/10
Would recommend IPLI to other principals	100% Yes

In addition, 95% of the superintendents are responding that IPLI is having a significant impact on the leadership capacities of their principals. Nearly 100% of principals and superintendents would recommend the program to their respective colleagues.

"I have been very impressed with the content and structure of IPLI. It has provided professional development for principals that they could not gain elsewhere. Every principal should take advantage of this opportunity regardless of where they are in their career." – David Chapman, Superintendent South Vermillion Community Schools.

The ultimate evidence to validate the continuation of IPLI is the impact on student achievement in our participants' schools. **Twenty of the 56 principals in Cohort 1 increased school-level grades after one year.** Unfortunately, because of state assessment changes, data from the last four years are not usable for comparison purposes. Instead, IPLI has conducted several statistical analyses on elementary, middle, and high school assessment passing rates and graduation rates from the past four years for Cohorts 1, 2, and 3 to begin to identify differences between IPLI schools and non-IPLI schools. Preliminary findings indicate the following:

- **While statewide passing percentages decreased from 2016 and 2017 to 2018 for elementary and middle school levels, IPLI Cohort 1 demonstrated increases on four of the six measures. Cohorts 2 and 3 exceeded the statewide passing averages on all measures.**
- **At the high school level, the combined IPLI cohorts were consistently above the statewide mean on testing pass rates. The combined IPLI cohorts have higher mean graduation rates in comparison to the statewide average.**

"I have realized a dream I envisioned when I began working as a principal. Before IPLI, I could not quite get my ideas to come to fruition. Today, my staff members are collaborating, trying out strategies from other teachers, and looking at research. We have created an instructional model that is being utilized. We implemented instructional rounds, and now teachers are asking for more meaningful observations. The IPLI experience has been such a blessing for our staff and students. It is all coming together for us! I know we can keep it going."

ERICA GLENN, COHORT 4
Carrie Gosch Early Learning Center
School City of East Chicago

"IPLI has been a huge asset for me as I navigated through my first few years of principalship. Given that isolation is a typical trademark in educational leadership, IPLI has allowed me to broaden my network of principal colleagues who face the same types of challenges every day, and it provides a safe place to bring real issues to the table for honest and collaborative dialogue and discussion. IPLI's high-quality professional development has aided me in the development of a very dynamic leadership toolbox that contains specific strategies to build a positive culture and employ effective instructional leadership. More importantly, I have gained profound insight on the processes involved in action research, which will continue to pay dividends to my school year after year and yield a school that is continuously growing and improving."

KARA SKINNER, COHORT 6
Attica Jr. Sr. High School
Attica Consolidated School Corporation

Characteristics of Milan Learners

1. I seek opportunities to challenge myself.
2. I ask questions and seek feedback.
3. I am comfortable taking risks.
4. If I have an error, I see it as an opportunity for growth.
5. I self-assess and take action.



After attending IPLI Extended and hearing from Dave Nagel about students owning their learning, Milan principals Pat McCann and Cinda Ahlrich led the initiative to identify characteristics of learners in their schools. Posters were created and displayed in all classrooms to serve as a daily focal point for students and teachers.

IPLI Advisory Board

- **Kelly Wittman**
Indiana Department of Education
- **Mike Pinto**
James Cole Elementary School
- **Shawn Wright-Browner**
J. Everett Light Career Center
- **Senator Andy Zay**
- **Dr. Steve Gruenert**
Indiana State University
- **Dr. Paul Kaiser**
Beech Grove City Schools
- **Dr. David Hoffert**
Warsaw Community Schools
- **Elizabeth Joyce**
Fairlawn Elementary School
- **Rick Burger**
Duke Energy
- **Dr. Todd Bess**
IASP
- **Dr. John T. Coopman**
IAPSS
- **Greg Goode**
Indiana State University

IPLI Extended

On July 10, 2019, IPLI launched a new program for graduates of IPLI called **IPLI Extended**. For the past several years, graduates have been invited to attend our seminars to hear keynote speakers, but our graduates expressed a need for a more in-depth experience. IPLI Extended is a formal, year-long, intensive professional development program for our completers. Extended allows participants to dig deeper into topics covered during the IPLI experience. In addition to three, day-long seminars, graduates meet in regional focus cohorts throughout the state (August, October, and February). Topics vary from year to year, so graduates can enroll in IPLI Extended multiple times.

What's Included?

- Three 1-Day Seminars (July, September, January) featuring nationally-recognized educational leaders
- Regional focus-cohort meetings (Seminars & August, October, February)
- Access to resources to support the needs of principals and their schools
- 30 Professional Growth Plan (PGP) points for full participation

Twenty-four school leaders enrolled in Cohort 1. IPLI Leadership Team members Rhonda Roos and Brian Disney serve as mentors for the group. This year's focus was on developing assessment-capable learners. Participants heard from internationally known education researcher Professor John Hattie and his associate Dave Nagel.



IPLI Cohort 1 and IPLI Extended Cohort 1 Brooke Phillips, Principal at Maple Grove Elementary, helping one of her students select a book from the Birthday Book Shelf.

“As a member of the inaugural IPLI Cohort 1, I was thrilled to see the addition of IPLI Extended in 2019 as an opportunity to continue growing, networking, and learning from the best. It has inspired me to re-energize myself as a principal and dig into renowned educational researcher John’s Hattie’s Visible Learning work as a cohort. We are so fortunate to have high quality professional development at our fingertips through IPLI and IPLI Extended in Indiana to directly impact our buildings in a positive way.”

BROOKE PHILLIPS
Principal
Maple Grove Elementary

Indiana New Administrator Leadership Institute

The Indiana New Administrator Leadership Institute (INALI) is a program for new school deans, assistant principals, and principals. The two-year program, modeled after IPLI, was formed through a partnership with the Indiana Association of School Principals and the Indiana Association of Public School Superintendents in 2014 to meet the needs of school administrators. Forty-two principals from INALI Cohorts 1-4 are currently participating in IPLI—evidence of the aligned system of support being created for Indiana school leaders.

WHAT DOES INALI LOOK LIKE?

- Mentoring
- Two-day IASP New Administrator Workshop
- September and February Leadership Seminars
- Five Regional Group Meetings Each Year
- Two-year Membership in IASP
- Two-year IASP Conference Registration
- Two-year Membership in Ed Leaders Network
- Up to 45 Professional Growth Plan Points for Each Year
- Fulfillment of IMAP Requirements



INALI Cohort 5 graduated 62 school leaders on February 5, 2020.

“As a beginning administrator, INALI has been such a positive influence on me as an educational leader. It has been great to be able to collaborate with other administrators and discuss issues that affect our schools and students. I have been able to build relationships that will last a lifetime with my INALI cohort members and mentor that I truly cherish.”

BRANDON WAGLER

Assistant Principal

North Putnam High School
North Putnam School District

“Serving as an educational leader can be overwhelming and sometimes leave you feeling isolated in your role. INALI has given me the opportunity to collaborate, ask questions, and problem solve with other professionals. There is tremendous value in hearing how other leaders have tackled difficult situations in similar environments.”

BRE BROWN

Assistant Principal

Warren Central High School
MSD of Warren Township

“INALI was created for our new school administrators in the state of Indiana. INALI gives them the tools and networks needed to help them successfully transition into a career of school administrative work. Our goal is to help recruit, retain, and support excellent school leaders for the future.”

TIM MCROBERTS

*Associate Executive Director
Indiana Association of School
Principals*



IPLI Cohort 6 at the Summer Seminar.

“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 has demonstrated numerous times and in numerous ways that supporting principals and school leaders within the school context makes a difference for students. The IPLI model develops for all educators the leadership skills that will advance our education system, and IASP is a proud partner with IPLI. Together we can contribute a high standard of leadership development that allows our principals to meet the continuing needs of Indiana kids.”

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

“We all know, and research reinforces the fact, that leadership matters. No organization can be successful in a void of leadership. IPLI is a premier leadership institute that highlights and demonstrates the value of leadership in the school environment. In the few years that it has been in existence with the Indiana General Assemblies’ support, IPLI has strengthened the leadership in Indiana schools with research-based practices and prolific speakers and presentations that underscore the importance of strong leadership. It goes without saying, IPLI has improved education in Indiana schools with effective and strong leaders.”

DR. J.T. COOPMAN, EXECUTIVE DIRECTOR, INDIANA ASSOCIATION OF PUBLIC SCHOOL SUPERINTENDENTS



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Access the 2018-2019 Legislative Report at
www.indianapli.org