

Indiana Principal Leadership Institute

2015-2016/MAKING AN IMPACT

200+ *teachers*

have participated in

Year 2 with their principals.

122,966

Directly Impacted Students

8,027

Directly Impacted Teachers

175

*Intensive Professional
Development Hours
for Each Principal*

169
PRINCIPALS

*Action Research
Completed*

281

Principal-Focused Studies

108

School-Focused Studies

IPLI'S FIRST GRADUATING COHORT



On April 20, 2015, IPLI graduated its first cohort consisting of 56 principals and 11 mentors. Cohort #1's accomplishments included 20 schools increasing their 2014 school-level grades and completion of over 200 personal and school-wide action research plans.

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.

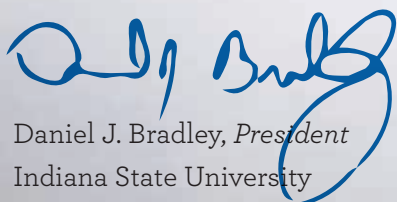
LETTER FROM THE PRESIDENT

On behalf of Indiana State University and our Bayh College of Education, I am pleased to share the Indiana Principal Leadership Institute (IPLI) impact overview with you.

Created by the Indiana General Assembly in 2013, IPLI is a byproduct of a bipartisan effort to strengthen education in our state by focusing on how to better support our principals to lead in their schools and their communities. Currently in its third year of operation, IPLI has directly impacted 169 practicing principals and over 8,000 teachers in Indiana schools. Indirectly, IPLI is impacting all Indiana principals by providing timely research, resources, and materials via presentations, publications, social media, and the IPLI website.

Through IPLI's partnership with the Indiana Association of School Principals and the Indiana Association of Public School Superintendents, in 2014 a pilot program called the Indiana New Administrator Leadership Institute (INALI) was created to provide professional development for first-time administrators. Ninety-eight new school administrators are participating in INALI, modeled after IPLI. Together, INALI and IPLI are creating an aligned system of support for Indiana deans, assistant principals, and principals.

In creating IPLI, the Indiana General Assembly recognized the significant impact of school leadership on student achievement. This innovative, professional development program for school principals is gaining national and international recognition. While we are proud of what IPLI has accomplished in such a short amount of time, there is still much more for us to do. We look forward to another meaningful year ahead, as well as sharing widely the research, resources, and materials being created through IPLI and INALI.

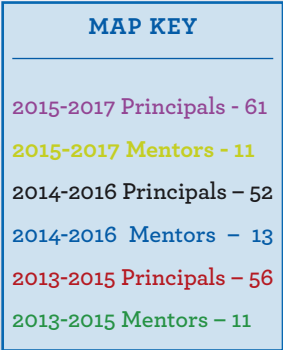


Daniel J. Bradley, *President*
Indiana State University

SHAWN WRIGHT-BROWNER
IPLI Mentor & Director of
J. Everett Light Career Center
MSD of Washington Township

MARK ARNOLD
Principal
Washington Junior High School

DAVID HOFFERT
Superintendent
Warsaw Community Schools



A research-based approach to decision making in educational settings is imperative. Action research involves collecting and analyzing data, then adjusting and evaluating leadership practices. Our principals conduct individual and building-level research, and we look forward to sharing those results with you, our school systems, and our communities.

IPLI aims to make a significant impact on student achievement. Research suggests that it can take up to five years for principals to completely implement policies that enhance school performance. We intend to stay engaged with IPLI schools after principals complete the Institute, so we can continue to collect longitudinal data and support their efforts.

WHAT DOES IPLI LOOK LIKE?

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

Cohort #2 Principals' Action Research Projects	
Focus on Leadership Style 29%	Developing a Culture of Shared Decision Making and Distributed Leadership
	Becoming a Leader Others Want to Follow
	Shifting from Manager to Instructional Leader
	Effective Time and Calendar Management
	Motivating and Supporting Students
Focus on Instructional Guidance 38%	Effective Instructional Coaching
	Developing Relevant Instructional Professional Development
	Increasing Time and Strategies for Supporting Teachers
	Navigating the PLC School Model
	Enhancing Curriculum Coherency
Focus on Continuous Improvement 21%	Improving School and Organizational Culture
	Encouraging a Growth Mindset
	Nurturing Data-Driven Practice
	Fostering Authentic Collaboration
Focus on Connections 12%	Using Social Media for Creative Communication
	Improving Communication with Parents and Family Involvement
	Networking with Other People

“With the importance attached to a high-quality education in our state, recognizing the value in leadership development that will only enhance the quality of educational offerings and high achievement gains for our students and communities just makes sense. Anything less in the investment in leadership will result in the devaluation of education in Indiana. We applaud the efforts of the Indiana General Assembly and Indiana State University in recognizing why leadership matters in high quality education for our state.”

J.T. COOPMAN
Executive Director
Indiana Association of Public
School Superintendents

Principal-Focused Action Research

Year 1

“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.”

NANCY FICHTMAN DANA
Professor, School of Teaching and Learning
University of Florida

“IPLI provides opportunities for thoughtful and insightful dialogue around principal leadership and on building school leadership capacity. The seminars and the mentoring supports principals in all facets of building leadership and administration.”

TODD BESS
Executive Director
Indiana Association of School Principals

CONNECTING WITH STAFF

Being a principal of a school with 500 students and 45 staff members is indeed demanding, and sometimes it is difficult to be “fully present” in daily conversations with teachers in the hall. Often, these conversations get lost in the hustle and bustle of the day. For **Richelle Miller**, principal of Aboite Elementary School, this was her challenge. Her action research focused on building stronger and more trusting relationships with her staff by making a conscious effort to improve the quality of



Miller working with two of her students.

these conversations, taking notes during conversations to ensure follow-up, creating time to meet individually with each of her teachers, and creating opportunities for teachers to interact and work together.

“I knew what I wanted to do, but I didn’t know how to make that happen. IPLI provided me with the training and structure I needed to improve my leadership.”

LIVING IN THE SPOTLIGHT



Charles Woods, principal at Brookview Elementary, wanted to build his professional network in order to enhance his leadership knowledge and skills and improve his school. “I’m only in my second year as a principal, and I recognize that I don’t know everything,”

he said. His approach is to present the great work being done in his own school at local, state, and national conferences. Woods’ presentations allow him to engage with other educators to learn what is working in their schools, thus building his own level of expertise.

“As a turnaround principal, IPLI helped me expand my professional network. My cohort is a valuable resource. Not only do we embrace and support one another, but we hold each other accountable. The job of principal, especially in schools in an urban setting, can consume you because of its urgency and importance to the students we serve. Working 24/7 and never being off the job is an easy trap in which to get caught. IPLI also helped me figure out how to unplug from the principalship and devote more time to myself, my wife, and my own kids.”

School-Focused Action Research

Year 2

DEVELOPING A SCHOOL-WIDE INSTRUCTIONAL MODEL

After attending an IPLI Seminar focused on improving instruction in every classroom, **Cassandra Cruz**, principal at Kolling Elementary, and her two teachers returned to their school and presented what they had learned to their staff. They shared data from their recent High Reliability Schools™ surveys and identified a few areas for potential growth. The faculty decided to start with building a school-wide instructional model to be completed by the end of this school year. Next year, they will focus on implementing instructional rounds and creating a comprehensive vocabulary program.

“I have truly enjoyed the experience and opportunities I have received through IPLI. The relationships I have built with my mentor and fellow principals in Cohort #2 have allowed me to form connections I will be able to benefit from for years to come. I have learned so much from others, and I am excited about the plans my team and I have about making improvements in our building through the HRS model.”



Cruz' first grade team working through ideas for a school-wide instructional model.

IMPLEMENTING PROFESSIONAL LEARNING COMMUNITIES



“Before creating PLC time, departments would say, ‘It’s not my issue.’ Now, it’s all of us working together to improve student learning.”

When **Ric Manns**, principal at Scottsburg High School, invited two teacher leaders to attend year two of IPLI with him, they became the impetus behind implementing professional learning communities (PLCs) in their school. Manns’ team worked with district leadership to pilot the program that provides time for teachers to meet every Wednesday. The first issue they tackled was school safety, but PLC teams are now focused on decreasing failure rates, reading and writing across the curriculum, and improving reading comprehension.

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.”

ROBERT MARZANO
Cofounder and CEO
Marzano Research

The Indiana New Administrator Leadership Institute (INALI) is a pilot program started in 2014 through a partnership between IPLI, the Indiana Association of School Principals, and the Indiana Association of Public School Superintendents. Modeled after IPLI, INALI is a two-year, intensive professional development program for new administrators. The first cohort consists of 45 PK-12



On February 9, 2016, the Indiana New Administrator Leadership Institute graduated its first cohort of 45 deans, assistant principals, and principals.

deans, assistant principals, and principals guided by six mentors. Cohort #2 was launched in July 2015 with 53 new administrators and eight mentors.

“The Indiana Principal Leadership Institute is the state’s go-to center in providing state-wide professional development programs for public school principals. IPLI helps achieve our common goals of improving public schools and increasing student success. It is reflective of the bipartisan support it has received from the Indiana General Assembly and is truly making a difference.”

SENATOR DENNIS KRUSE

Access the 2015-2016 Legislative Report at www.indianapli.org



Indiana Principal Leadership Institute

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