



SCHOOL LEADER CONTINUUM

Resources and Supports



SCHOOL LEADER COLLABORATIVE

School leadership matters. Common sense tells us this, but we now have plenty of research to back up this claim. In 2009, the Wallace Foundation determined in their report, *Assessing the Effectiveness of School Leaders: New Directions and New Processes*:

*Effective leadership is vital to the success of a school. Research and practice confirm that there is a slim-chance of creating and sustaining high-quality learning environments without a skilled and committed leader to help shape teaching and learning.*¹

More recently, Wallace strengthened their position about the importance of school leadership, notably principal leadership, in its 2021 report, *How Principals Affect Students and Schools: A Systemic Synthesis of Two Decades of Research*, which states:

*The impact of an effective principal has likely been understated, with impacts being both greater and broader than previously believed: greater in the impact on student achievement and broader in affecting other important outcomes, including teacher satisfaction and retention (especially among high-performing teachers), student attendance, and reductions in exclusionary discipline.*²

Overall, schools require school leaders who are capable of collaboratively crafting an equity focused vision for their learning organization, cultivating a student-centered culture, building others' leadership capacity, improving instruction, and leading school improvement efforts.³ Essentially, effective school leaders lead effective schools.⁴

While our understanding of school leadership's importance has deepened, our Nation's schools face a serious problem of practice – leadership churn. According to a 2019 report from the National

Association of Secondary School Principals (NASSP) and the Learning Policy Institute (LPI), principals across the country have an average tenure of just four years at their schools.⁵ Drilling down into the data paints a starker picture showing that 35 percent of principals are in their schools less than 2 years with only 11 percent of principals leading their schools for 10+ years. The School Leaders Network plainly states that only 1 in 4 principals stay in a given position longer than 5 years.⁶ Of those that are brand new to the principalship, fifty percent do not make it past year three.

School leaders choose to leave their positions for a variety of reasons both positive and negative. District level opportunities or other building level positions may motivate individuals to move on. While these transitions are likely positive in most circumstances, negative forces have been mounting over the past couple of decades that keep prospective leaders from considering school leadership as a career path, push individuals out of positions, or cause some to leave the profession altogether. These forces include longer hours, tough political environments, mounting mandates, and rising expectations not backed with adequate resources.⁷ In their 2019 report, *Understanding and Addressing Principal Turnover*, NASSP and LPI identified five reasons principals choose to leave their positions:



The costs of school leadership churn are high in terms of its impact on the ability of school leaders to enact meaningful change in their schools, on student performance, and on the bottom line. For example, research tells us it takes 5 to 10 years for a principal to lead and institutionalize improvement efforts depending on the size of their school.⁹ Further, student performance in math and English-Language Arts typically falls the year after a principal leaves with the next principal needing up to three years to make up the loss.¹⁰ Where the bottom line is concerned, preparing and onboarding a new principal carries an average price tag of \$75,000 nationally.¹¹

In order to combat leadership churn in our schools, we in the School Leader Collaborative (see back cover) have worked together to develop an ever-growing suite of professional learning and resources to support school leaders over their entire careers.

Our School Leader Continuum observes a sequence of four career stages (Aspiring, Launching, Building, and Mastering), each with its unique core need for support.



ASPIRING – The Aspiring stage arises as an educator first considers a future administrative role as a real possibility. This stage establishes the mindset, leadership intelligences, and community of peers necessary for aspiring administrators to envision themselves as future learning leaders.



LAUNCHING – The Launching stage occurs during years 1 and 2. This stage provides new learning leaders with the skills, resources, and community of peers necessary to cultivate culture, assess systems, increase learning, and understand the leadership necessary for the unique context of their learning organization.



BUILDING – The Building stage typically occurs somewhere during years 3-5 in the school leader role. This stage equips established learning leaders with the supports needed to effectively sustain culture, build systems, increase learning and develop their learning organization, while affording the self-care necessary to build a sustainable career.



MASTERING – Successfully working through the first three stages positions a school leader for the Mastering stage, where arguably the most impactful and lasting impact can be achieved. This stage promotes the self-actualization of learning leaders through the continuous growth of themselves and their learning organization to ensure a school of equity and excellence which leaves a lasting legacy.

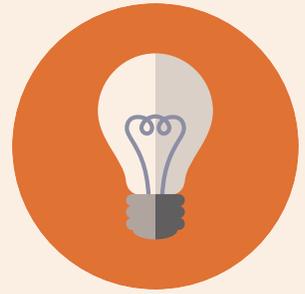
To give you a complete picture of everything that is available to grow and sustain you as a school leader, the following charts offer a snapshot of the myriad of resources available to you within the School Leader Continuum. Each chart represents a career stage of the Continuum (Aspiring, Launching, Building, Mastering) and the various supports are categorized in a way (Lead, Engage, Advocate, Learn) to help you understand all the Continuum entails. A more thorough overview of the services listed follows.



Many of the supports outlined in this document are freely available to those who are IPA members or members of one of the other Collaborative associations. Some may require an additional fee. If you have any questions about the School Leader Continuum, please call us at 217-525-1383 or visit ilprincipals.org.

**We are grateful for you
and your leadership.**

ASPIRING



LEAD

- School Leader Paradigm
- School Leadership That Fits
- Resume Review
- Contract Review
- Salary Survey
- IPA Talk
- Member Assistance Program



ENGAGE

- IPA Social Media
- IPA Connect
- IPA Education Leaders Annual Conference
- WELL Summit
- I-Grow Summit



ADVOCATE

- Advocacy in Action Newsletters
- Legislative and Case Law Update



LEARN

- Ed Leaders Network Leadership Courses
- Ed Leaders Network Mandated Trainings
- Ed Leaders Network Webinars
- Ed Leaders Network Micro-Credentials
- Ed Leaders Network Teacher Evaluation Calibration Videos
- Teacher and Principal Evaluator Initial Training and Retraining

LAUNCHING



LEAD

- School Leader Paradigm
- School Leadership That Fits
- Resume Review
- Contract Review
- Salary Survey
- IPA Talk
- Member Assistance Program
- School Leader Entry Plan
- School Leader Calendar
- Cycle of Inquiry
- School Leader Evaluation Plan
- Legal Support
- Model Student Handbook/AI



ENGAGE

- IPA Social Media
- IPA Connect
- IPA Plugging In & Breaking Out
- IPA Region Meetings
- Committees
- IPA Education Leaders Annual Conference
- WELL Summit
- I-Grow Summit
- Assistant Principal/Dean Summits
- National Conferences



ADVOCATE

- Advocacy in Action Newsletters
- Legislative and Case Law Update
- IPA Policy & Action Center
- IPA Principal for a Day



LEARN

- Launching Excellent Leaders Academy
- Ed Leaders Network Leadership Courses
- Ed Leaders Network Mandated Trainings
- Ed Leaders Network Webinars
- Ed Leaders Network Micro-Credentials
- Ed Leaders Network Teacher Evaluation Calibration Videos
- LEAD Webinar Series
- Mentoring Services
- Administrator Academies
- Teacher and Principal Evaluator Initial Training and Retraining
- PD Scholarship

BUILDING



LEAD

- School Leader Paradigm
- School Leadership That Fits
- Resume Review
- Contract Review
- Salary Survey
- IPA Talk
- Member Assistance Program
- School Leader Entry Plan
- School Leader Calendar
- Cycle of Inquiry
- School Leader Evaluation Plan
- Legal Support
- Model Student Handbook/AI



ENGAGE

- IPA Social Media
- IPA Connect
- IPA Plugging In & Breaking Out
- IPA Region Meetings
- Committees
- Region Leadership Roles
- Moderate or Present at an Event
- IPA Congressional Delegate
- Mentor or Coach
- IPA Education Leaders Annual Conference
- WELL Summit
- I-Grow Summit
- Assistant Principal/Dean Summits
- National Conferences



ADVOCATE

- Advocacy in Action Newsletters
- Legislative and Case Law Update
- IPA Policy & Action Center
- IPA Principal for a Day
- Legislative Committee
- Legislative Chair on Region Board



LEARN

- Ed Leaders Network Leadership Courses
- Ed Leaders Network Mandated Trainings
- Ed Leaders Network Webinars
- Ed Leaders Network Micro-Credentials
- Ed Leaders Network Teacher Evaluation Calibration Videos
- Coaching Services
- Mentor and Coach Training
- Administrator Academies
- Teacher and Principal Evaluator Initial Training and Retraining
- PD Scholarship

MASTERING



LEAD

- School Leader Paradigm
- School Leadership That Fits
- Resume Review
- Contract Review
- Salary Survey
- IPA Talk
- Member Assistance Program
- School Leader Entry Plan
- School Leader Calendar
- Cycle of Inquiry
- School Leader Evaluation Plan
- Legal Support
- Model Student Handbook/AI



ENGAGE

- IPA Social Media
- IPA Connect
- IPA Plugging In & Breaking Out
- IPA Region Meetings
- Committees
- Region Leadership Roles
- Moderate or Present at an Event
- IPA Congressional Delegate
- IPA Board of Directors
- Mentor or Coach
- IPA Education Leaders Annual Conference
- WELL Summit
- I-Grow Summit
- Assistant Principal/Dean Summits
- National Conferences



ADVOCATE

- Advocacy in Action Newsletters
- Legislative and Case Law Update
- IPA Policy & Action Center
- IPA Principal for a Day
- Legislative Committee
- Legislative Chair on Region Board
- NAESP & NASSP Advocacy Conferences



LEARN

- Ed Leaders Network Leadership Courses
- Ed Leaders Network Mandated Trainings
- Ed Leaders Network Webinars
- Ed Leaders Network Micro-Credentials
- Ed Leaders Network Teacher Evaluation Calibration Videos
- Coaching Services
- Mentor and Coach Training
- Administrator Academies
- Teacher and Principal Evaluator Initial Training and Retraining
- PD Scholarship



LEAD

School Leader Paradigm

The School Leader Paradigm provides a comprehensive leadership framework that accounts for both how you must be growing, or becoming, as a school leader and the work you and those in your learning organization must be doing to be effective or simply ... becoming while doing.



ENGAGE

School Leader Paradigm: The Research

This School Leader Paradigm companion document provides a comprehensive listing of the extensive research reviewed to identify the critical leadership dispositions and essential behaviors school leaders must possess and exhibit to be effective.



ADVOCATE

School Leader Paradigm: The Learning Resources

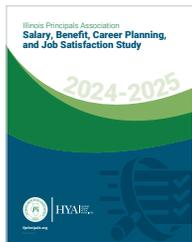
This School Leader Paradigm companion document provides a comprehensive listing of school leadership learning resources.



LEARN

School Leader Paradigm AI Assistant

Use the School Leader Paradigm's AI tool for 24/7 leadership help – quickly get on-demand answers and feedback to your questions, get personalized insights about your current role, goals, and challenges, and use reflective tools and prompts to document your development.



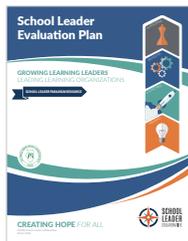
Salary Study



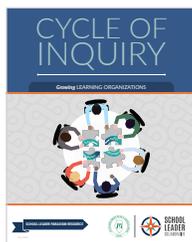
School Leader Entry Plan



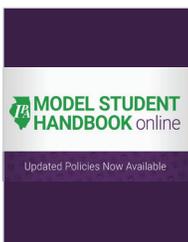
School Leader Calendar



School Leader Evaluation Plan



Cycle of Inquiry



Model Student Handbook

School Leader Hiring Guide

Use this School Leader Paradigm resource to Plan, Recruit, and Select the school leader that best meets the needs of your learning organization right now.

Resume Review

You can have your resume reviewed for improvements and to ensure it follows best practices for school leaders.

Contract Review

You may have your employment contract reviewed by the IPA's in-house general counsel to assure it contains all appropriate employment and due process protections. IPA also provides a model employee contract for members.

Salary Survey

The IPA conducts the only statewide survey of principals, assistant principals, and deans regarding salary and benefits. The results are published annually and are an informative and useful tool for contract negotiations. Additionally, IPA, in partnership with Hazard, Young, Attea & Associates (HYA), a national educational executive search, consulting, and leadership firm, developed an online salary modeling tool to allow school leaders to generate an average salary based on unique combinations of district and school characteristics, geography, and administrative experience.

IPA Talks

IPA Talks are casual chats between IPA staff and experts in the field of education about the day's hottest topics. Subjects cover a range of topics including school law, safety, assessment, the educator shortage, and school leadership. Episodes are released on the IPA's YouTube channel and your favorite place for listening to podcasts.

Member Assistance Program

The IPA Member Assistance Program includes confidential social-emotional support, work-life solutions, financial solutions, and more. With the added stressors building leaders are managing, it's imperative for member principals, assistant principals, deans, and other administrators to have access to this valuable service. **This benefit is available to you and your family members at no cost.**

School Leader Entry Plan

The School Leader Entry plan helps you start a new school leadership position well. You will be guided through the process of developing your own entry plan that will assist you with intentionally getting up to speed on the culture, systems, and learning of your new learning organization.

School Leader Calendar

The School Leader Calendar helps you stay focused, organized, and growing. It provides you with monthly lists of important responsibilities and legal requirements. Additionally, it offers dates to remember (some just for fun) as well as critical professional learning opportunities and resources.

Cycle of Inquiry

The Cycle of Inquiry is a mechanism to make the School Leader Paradigm a living, breathing document, helping learning leaders and their schools improve their practice. A Cycle of Inquiry signifies the state of continuous improvement the learning leader and the learning organization must be engaged in to do what is best for their students. The Cycle of Inquiry is a powerful tool for continuous personal and professional development.

School Leader Evaluation Plan

The School Leader Evaluation Plan assists school districts with the development of an evaluation system that helps school leaders grow their leadership dispositions and the skills necessary for them to do their work effectively throughout their career. The guide is designed to help school districts understand the importance of evaluations done properly, the critical role a leader's supervisor plays in the evaluation process, a roadmap for conducting the evaluation process well, and tools and resources available to districts to create a reflective, growth-minded school leader evaluation plan. The School Leader Evaluation Plan meets the Illinois principal evaluation statutory requirements and includes extensive resources for both the leader and the growth-oriented evaluator.

Legal Support

The IPA is one of the few principal's associations in the nation fortunate to have its own in-house general counsel. With this unique resource, you are able to gain support with issues ranging from your own employment contract to student issues to staff concerns to legislation recently passed into law.

Model Student Handbook

The online Model Student Handbook is a cost-effective service that provides you with quick, easy access to model student handbook procedures. The Model Student Handbook is attorney-drafted and fully aligned with PRESS, the Illinois Association of School Board's school district policy service, as well as state, federal, and case law that change on a frequent basis.

Model Student Handbook AI

A new layer to the Model Student Handbook that is easier to use, more efficient, personalized to each school in your district, and answers questions from parents and students for you. This new feature provides an AI tool for each of your school's handbooks.

SCHOOL LEADER PARADIGM

School leadership provides vast opportunities for you to positively impact and influence the lives of many, especially young people. Schools, though, are dynamic organizations which require dynamic leadership. The School Leader Paradigm provides a comprehensive leadership framework that accounts for how you must be growing, or becoming, as a school leader and the work you and those in your learning organization must be doing to be effective or simply ... becoming while doing.

As you review the School Leader Paradigm, you will be challenged with the leadership intelligences needed for you to self-actualize (becoming) as a learning leader while simultaneously focusing your work of building and sustaining culture, systems, and learning (doing) in your learning organization. Further, the School Leader Paradigm describes a Cycle of Inquiry (plan -> implement -> assess -> reflect) meant to drive your efforts for both your own growth and the growth of your school. Lastly, it discusses the important role context plays in your leadership and details four contextual areas (individual, school, community, and political) you must consider to lead your learning organization.

The School Leader Paradigm

This innovative framework accounts for both the dispositions school leaders must possess and the work they must do to be successful. The School Leader Paradigm provides the foundation school leaders need to create hope for those they serve.

The School Leader Paradigm: The Research

The School Leader Paradigm is a framework anchored to a thorough accounting of research of school and private sector leadership. Whether you are acquiring knowledge and skills or doing your own research, this resource is an invaluable asset.

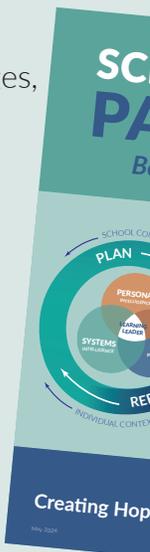
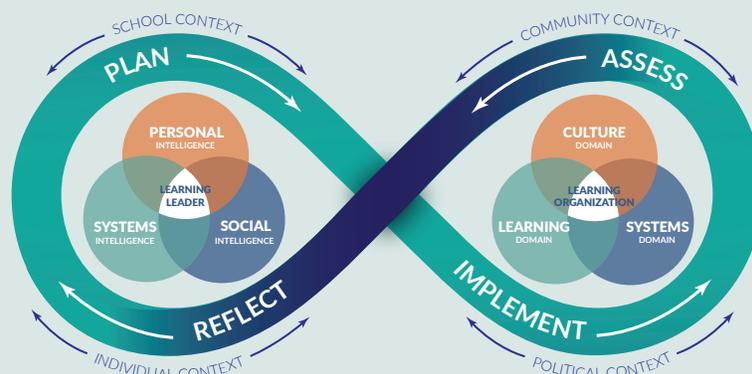
The School Leader Paradigm: The Learning Resources

If you want to deepen your learning about the dispositions school leaders must possess and the work they must do, this comprehensive listing of learning resources is a necessity. You will also find references to a vast array of readings, assessments, and activities.

The School Leader Paradigm AI Assistant

Use the School Leader Paradigm's AI tool for 24/7 leadership help – quickly get on-demand answers and feedback to your questions, get personalized insights about your current role, goals, and challenges, and use reflective tools and prompts to document your development.

Visit ilprincipals.org to explore.





Work-Life Solutions



Our specialists provide qualified referrals and resources for just about anything on your to-do list, such as:

- Finding child and elder care
- Hiring movers or home repair contractors
- Planning events, locating pet care

Online Support



GuidanceResources® Online is your 24/7 link to vital information, tools and support. Log on for:

- Articles, podcasts, videos, slideshows
- On-demand trainings
- "Ask the Expert" personal responses to your questions



As many as half of all children are bullied at some time during their school years, and of those 10 percent or more, victims experience the most serious effects. Children who are bullied are more likely to have lower self-esteem, depression, anxiety, and school problems. For more information, visit www.guidanceresources.com.

What You Can Do

- **Support your child's self-esteem as early as possible.** Children who are bullied are more likely to have lower self-esteem, depression, anxiety, and school problems. For more information, visit www.guidanceresources.com.
- **Encourage your child to express their feelings.** Children who are bullied are more likely to have lower self-esteem, depression, anxiety, and school problems. For more information, visit www.guidanceresources.com.
- **Teach your child how to stand up for himself or herself.** Children who are bullied are more likely to have lower self-esteem, depression, anxiety, and school problems. For more information, visit www.guidanceresources.com.
- **Find alternatives.** Children who are bullied are more likely to have lower self-esteem, depression, anxiety, and school problems. For more information, visit www.guidanceresources.com.



High cholesterol is a major risk factor for heart disease, heart attack, and stroke. The American Heart Association recommends that all adults age 20 or older have their cholesterol levels tested with a fasting cholesterol profile. It's a simple blood test that is done after a nine- to 12-hour fast.

Healthy Cholesterol Levels

- Total cholesterol: 200 or less
- LDL ("good") cholesterol: 100 or less
- Triglycerides: 150 or less
- Blood pressure: 120/80 or less

Numbers too high?
You can improve your cholesterol levels and reduce your risk for heart disease by quitting smoking, maintaining a healthy weight and getting more active. Talk to your doctor about exercise and other steps you can take to lower your cholesterol.



Make this season a bright and beautiful one by giving yourself the best presents of all: peace of mind and no stress-induced tension headaches.

Handling Holiday Stress

Tips for Coping with Holiday Stress

- **Do not be perfect for one.** One of the toughest parts of holiday success is to set high, unrealistic expectations for yourself. Make your own list of things you want to accomplish this holiday season. Write down your holiday season list for the entire week. Break your commitments into small steps so you can get things done. Remember, the holiday season is a time to enjoy and give, not a time to stress.
- **Plan ahead.** Thanksgiving, Christmas, Hanukkah and New Year's are all on the same day. Plan ahead for the holidays. Write down your holiday season list for the entire week. Break your commitments into small steps so you can get things done. Remember, the holiday season is a time to enjoy and give, not a time to stress.
- **Budget wisely.** It's easy to buy on credit and give the bills until after the holidays, but spending within your means is a good idea. Write down your holiday season list for the entire week. Break your commitments into small steps so you can get things done. Remember, the holiday season is a time to enjoy and give, not a time to stress.
- **Take time out for yourself.** Don't forget to take a break from the holidays. Set aside time for yourself. Write down your holiday season list for the entire week. Break your commitments into small steps so you can get things done. Remember, the holiday season is a time to enjoy and give, not a time to stress.
- **Embrace family.** Look forward to spending time with loved ones and enjoy the holiday season. Write down your holiday season list for the entire week. Break your commitments into small steps so you can get things done. Remember, the holiday season is a time to enjoy and give, not a time to stress.
- **Be safe on the roads.** Don't drink and drive. Write down your holiday season list for the entire week. Break your commitments into small steps so you can get things done. Remember, the holiday season is a time to enjoy and give, not a time to stress.
- **Check for fire hazards.** Write down your holiday season list for the entire week. Break your commitments into small steps so you can get things done. Remember, the holiday season is a time to enjoy and give, not a time to stress.
- **Make New Year's resolutions.** Write down your holiday season list for the entire week. Break your commitments into small steps so you can get things done. Remember, the holiday season is a time to enjoy and give, not a time to stress.
- **Talk to someone who cares.** Write down your holiday season list for the entire week. Break your commitments into small steps so you can get things done. Remember, the holiday season is a time to enjoy and give, not a time to stress.



Emotional eating is a common problem for many people. It's a way of coping with stress, anxiety, and other emotions by eating food. This can lead to weight gain and other health problems.

Emotional Eating

Emotional eating is a common problem for many people. It's a way of coping with stress, anxiety, and other emotions by eating food. This can lead to weight gain and other health problems.

24/7 Live Assistance: Call: 866-483-1140 TRS: Dial 711

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Follow IPA on social media to get the latest news and updates!



IPA Social Media

The IPA uses Twitter, LinkedIn, Facebook, and YouTube to promote the position of school leader and share with you the information you need to succeed. Your interaction and engagement with the information from the IPA social media accounts increases the presence of our conversations throughout our community.

Share/retweet/like/etc. the information we publish to help elevate the school leader profession. Also, share accomplishments the IPA posts about members and help us celebrate and encourage school leaders throughout the state. You also may repurpose IPA content and graphics as you need.

IPA Connect

IPA Connect is an online space for you and your member colleagues to support and encourage one another in real time and share resources. IPA Connect provides you the privacy needed to ask and answer the hard questions that come with the profession.

IPA Plugging In & Breaking Out

During the school year, IPA Members gather virtually the first Wednesday of each month to connect with and encourage one another. Updates from the field are provided by members of the IPA Team.

IPA Region Meetings

The IPA consists of 21 regions and offers a terrific opportunity for members to connect and build relationships with colleagues. Served by the IPA's Field Service Specialists, each region offers virtual meetings, social events, and various occasions to recognize both students and staff.

Committees

The IPA has four standing statewide committees – Legislative, Membership, Assistant Principal, and Diversity and Equity. Frequently members are asked to consider applying to chair these committees as a member of the IPA Board of Directors or represent their regions as a sitting member of the committees.

Region Leadership Roles

Each of the IPA's 21 regions is governed by a board of school leaders serving in various capacities including Region Director, Secretary, Treasurer, Membership Chair, and other positions. Regions are constantly in need of volunteer leaders ready to step up to support the various school leaders in their parts of the state.

Moderate or Present at an Event

The IPA provides many opportunities for school leaders to share their experiences and expertise at both the regional and state level. Specifically, be sure to consider submitting a small group proposal for the opportunity to present at the IPA Education Leaders Annual Conference.

IPA Congressional Delegate

The IPA's Congress serves as the Association's business meeting held every year during the annual conference. Each region is allowed at least two voting delegates to hear an annual report on the Association's activities as well as consider IPA constitutional revisions or dues adjustments.

IPA Board of Directors

Individuals who serve well on their Region Boards often find themselves in positions to be elevated to the IPA Board of Directors representing their regions as State Director. The IPA Board of Directors governs the IPA's operations by setting the Association's overall mission, vision, and strategic goals and objectives.

IPA Education Leaders Annual Conference

Held every October in Peoria or Springfield, the IPA Education Leaders Annual Conference provides the opportunity to hear from dynamic, nationally recognized keynote speakers, attend practitioner-led small group sessions and connect with your peers from throughout the state. Each year the conference begins with a reception honoring the current and former Association presidents. A special meet and greet opportunity with IPA staff and Association board members is provided prior to the reception for first-time conference attendees. Attendees may elect to earn professional development hours for conference participation. Members also are encouraged to join the conference planning committee to support the profession and contribute to the conference's success.

WELL Summit

The Women in Education Leading and Learning Summit in March is an event to empower, connect, inspire, support, celebrate, and develop women in educational leadership. The two-day event features nationally recognized keynote speakers, small group sessions, and plenty of time for participants to network and socialize. The Summit is a partnership between 18 organizations.

I-Grow Summit

The I-Grow Summit for Educational Leaders and Teachers of Color is the first event in Illinois with the specific goal to grow, retain, and recruit educational leaders and teachers of color. Held in June, the Summit is a partnership between 10 organizations.

Assistant Principal/Dean Summits

Our Assistant Principal/Dean Summits provide an opportunity for networking, recognition, and support among school leaders in similar positions. There is a summit held in the southern part of the state in January, and the northern part of the state in June to maximize the opportunity for all to attend.

National Conferences

Both the National Association of Elementary School Principals (naesp.org) and National Association of Secondary School Principals (nassp.org) hold leadership, advocacy, and other conferences throughout the year.



LEAD



ENGAGE



ADVOCATE



LEARN

Advocacy in Action newsletters

Get regular updates on legislative activity happening at the state and federal level.

Legislative and Case Law Update

This comprehensive guide is published annually and summarizes all new laws, court cases, and other enactments that impact building level administrators. It includes helpful implementation tips.

IPA Policy & Action Center

The IPA Policy & Action Center helps you identify and connect with your elected officials at the state and federal level. Legislative information and ideas for legislative engagement are provided, including action alerts and talking points.

IPA Principal for a Day

The IPA's Principal for a Day program provides elected officials the opportunity to observe first-hand what it takes to be a building level principal. Principal for a Day gives elected officials valuable knowledge from visiting a school in their legislative district and applying it to their decision-making in the legislative process.

Legislative Committee

If you are interested in elevating your impact on the shaping of education policy, become a member of the IPA's Legislative Committee. This important group is open to all IPA members. The committee is called upon to provide feedback on the development of new education statutes and other policy initiatives. Occasionally, legislative committee members are asked to testify with the Illinois General Assembly and participate as a member of various statewide task forces.

Legislative Chair on Region Board

Each of the IPA's 21 Regions has a Legislative Chairperson. This individual is expected to share relevant legislative updates with the region membership and participate on the Legislative Committee.

NAESP and NASSP Advocacy Conferences in Washington D.C.

Individuals serving on IPA Board of Directors can attend the NAESP and NASSP Advocacy Conferences in Washington D.C. and advocate for school leaders on Capitol Hill. Generally, the statewide Legislative Chairperson, President, President-Elect, NAESP Representative, NASSP Coordinator, and Diversity & Equity Chairperson have attended these conferences.

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Abe Lincoln, Central Illinois Valley, Cornbelt, and Illini

Dan Kaiser

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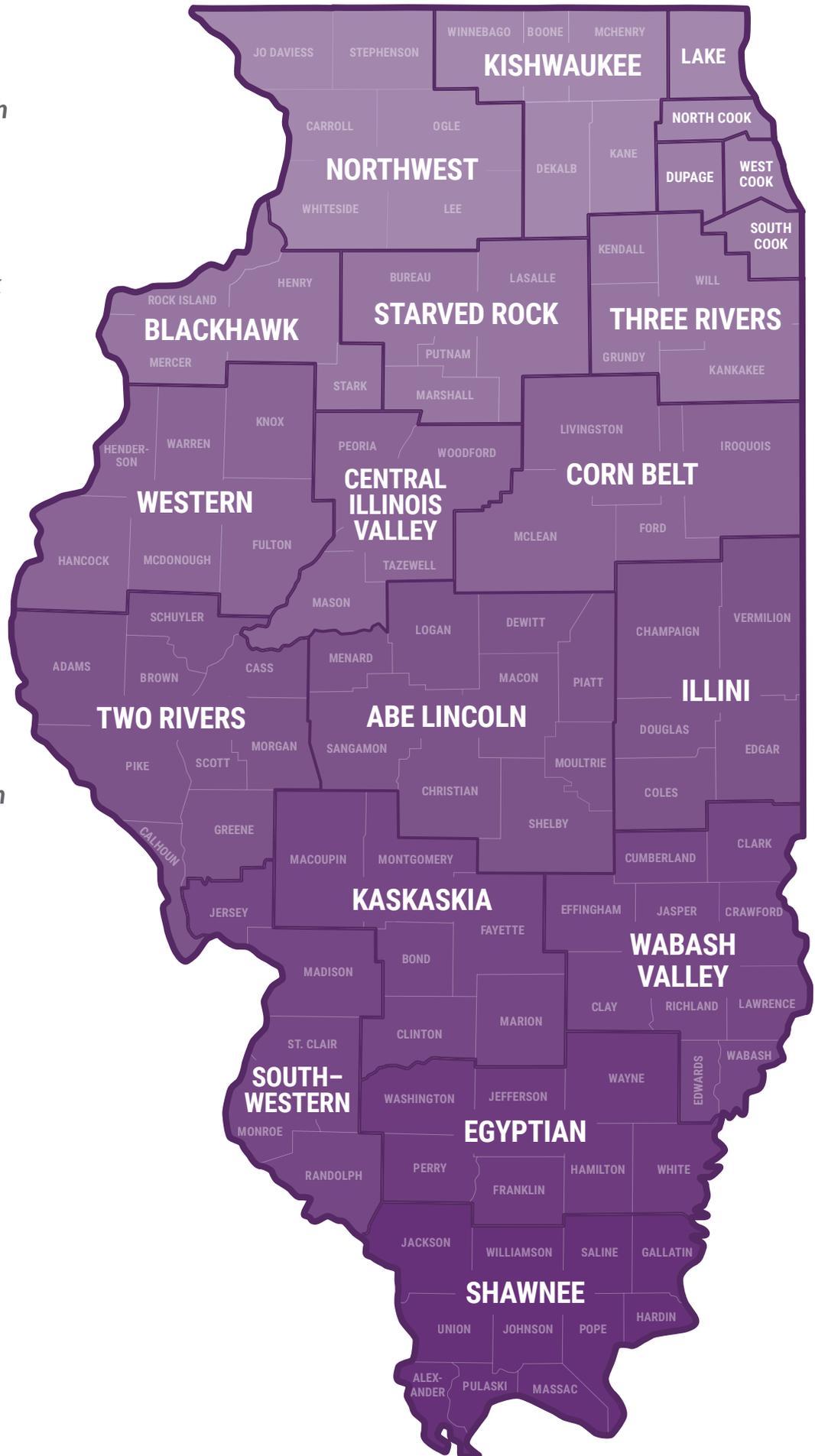
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Egyptian, Kaskaskia, Shawnee, Southwestern and Wabash Valley

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LEAD



ENGAGE



ADVOCATE



LEARN

Ed Leaders Network

Ed Leaders Network (ELN) is an online professional learning platform designed to support educators and school leaders across the country. ELN provides a digital space where educators and school leaders can access professional learning resources and tools, and connect with other education professionals.

Launching Excellent Leaders Academy

An engaging and transformative academy for new Illinois principals (first- and second-year) to make an immediate positive impact on their schools!

Micro-Credentials

Micro-Credentials offer a personalized learning opportunity to use your knowledge and experience to earn a digital badge that demonstrates your mastery of a specific skill. The current collection is aligned to the Leadership Dimensions under the three Domains of the School Leader Paradigm – Culture, Systems and Learning.

Ed Leaders Network partners with Aurora University to support their Alternative Principal Endorsement Program. This innovative program allows for aspiring school leaders who hold a current Illinois Professional Educator License (PEL) and master’s degree in an area of education to earn their principal endorsement in just one year through a unique combination of internship activities and Micro-Credentials.

LEAD Webinar Series

The LEAD (Lead, Encourage, Accelerate, and Develop) webinar series (available at no cost), stands as an educational beacon for aspiring and current educational leaders. This carefully curated series offers a wealth of insights and expertise, providing a platform for principals and school leaders to enhance their skills, exchange ideas, and stay informed about the latest trends and best practices in education. Each webinar offers a unique opportunity for participants to engage with thought leaders, gain valuable knowledge, and foster a community dedicated to empowering schools and shaping the future of education in Illinois.

Mentoring & Coaching Program

The Mentoring & Coaching program provides mentoring and coaching services to all principals. Research shows that mentoring and coaching provide psychological, social, and professional growth benefits to these school leaders.

Administrator Academies

IPA has more than 100 ISBE-approved academies developed and led by content experts with school and/or district leadership experience. The Association develops new topics that meet changing school and legal needs and state professional learning requirements.

Teacher and Principal Evaluator Training

IPA provides ISBE-required Administrator Academies for individuals to earn their initial teacher and/or principal evaluator designation. Earned evaluator designations appear on an Illinois educator's Professional Educator License (PEL).

Initial Teacher Evaluator Designation

- Illinois Performance Evaluation - Teacher Evaluation Training (AA #2001) – two-day training

Renewing the Teacher Evaluator Designation

- One teacher practice training course (AA #1801) AND
- One student growth retraining course (AA #3000 or AA #4114)

Initial Principal Evaluator Designation

- Evaluator Initial Training and Retraining for Principals and Assistant Principals (AA #4050) – two-day face-to-face training.

Renewing the Principal Evaluator Designation

- Evaluator Initial Training and Retraining for Principals and Assistant Principals (AA #4050) – two-day face-to-face training.

Principal Evaluation Companion Course

- School Leader Evaluation: A Growth Focused Approach (AA #3967) – one-day face-to-face introduction to the School Leader Evaluation Plan (optional AA or PD credit only).

PD Scholarship

Two professional learning scholarships are awarded each year, one for an elementary principal (K-8) and one for a secondary principal (9-12). The scholarships are available to assist with the pursuit of graduate study, attendance at national conferences, and attendance at other relevant professional development to deepen your capacity as a learning leader leading a learning organization.

ED LEADERS NETWORK

The Ed Leaders Network Learning Library contains more than 200 engaging courses (and continues to grow), from state mandated training to professional development for school leaders and educators. The following courses are available or in development – each aligned with the 21 Leadership Dimensions under the three Domains of the Doing side of the School Leader Paradigm. They also act as a learning resource for school leaders earning Micro-Credentials aligned with the 21 Leadership Dimensions of the Paradigm. Ed Leaders Network is also creating 48 leadership courses aligned to the attributes of the Becoming side of the School Leader Paradigm. These are expected to be complete late 2025.

CULTURE

EQUITY

Constructing and Growing Equity
Exemplifying Equitable Behavior
Leading an Equitable Learning Culture

ETHICS

Embedding an Ethical Work Culture
Exemplifying Ethical Behavior

GLOBAL MINDEDNESS

Embedding a Global-Minded Culture
Exemplifying a Global-Minded Culture

RELATIONSHIPS

Building External Relationships
Building Internal Relationships
Building Personal Relationships

STUDENT-CENTEREDNESS

Embedding a Culture of Student-Centeredness
Exemplifying Student-Centeredness

TRADITIONS/CELEBRATIONS

Driving a Culture of Service
Leading and Promoting Mutual Respect
Valuing and Celebrating Traditions

WELLNESS

Advocating Personal Wellness
Implementing Social-Emotional Wellness
Nurturing a Culture of Wellness

SYSTEMS

COLLABORATIVE LEADERSHIP

Empowering a Collaborative Leadership Culture
Exemplifying Collaborative Leadership

COMMUNICATION

Communication Advocacy
Communication Standards
Communication Structures
Personal Communication

DATA LITERACY

Fostering a Data Literacy Culture
Leading Data Literacy
Managing Data Literacy Systems

OPERATIONS

Allocating and Assigning Personnel
Evaluating Operational Systems Effectiveness
Managing Systems Logistics

SAFETY

Assessing Threats
Leading a Culture of Safety
Managing Crises and Emergency Planning

STRATEGIC MANAGEMENT

Leading Strategic Management
Structuring Systems for Strategic Management

VISION, MISSION AND STRATEGIC PLANNING

Driving Vision and Mission
Leading Vision and Mission

LEARNING

ASSESSMENT

Assessing Student Learning and Growth
Assessing the Learning Environment
Evaluating Assessment Alignment

CURRICULUM

Creating a Learning-Focused Curriculum
Ensuring Curriculum Alignment
Meeting All Academic Needs

HUMAN CAPITAL MANAGEMENT

Ensuring Accountability
Recruiting High-Quality Staff
Retaining and Developing Staff

INNOVATION

Creating and Sustaining Innovation
Managing Change and Uncertainty

INSTRUCTION

Ensuring Instructional Alignment
Promoting Collaborative Instruction
Providing Effective Instruction

REFLECTION AND GROWTH

Creating a Culture of Self-Reflection
Growing Through Self-Reflection

RESULT-ORIENTATION

Creating a Results-Oriented Learning Culture
Implementing Data-Driven Decision Making



PROVIDES

more than 200
on-demand courses

CONNECTS

educators all over
the country

GIVES

administrators
local PD control

SUPPORTS

Micro-Credentials
to show skill mastery

Ed Leaders Network Webinars

Throughout the year, Ed Leaders Network provides several free webinars on a variety of timely and relevant topics to educators across the country. These one-hour sessions spotlight new strategies, leadership tips, and tools that attendees can consider for immediate use. Attendees of the live webinars may earn professional development hours. All webinars are recorded and available on the Ed Leaders Network website.



Ed Leaders Network provides immediate, quality professional development on current education topics by experts in the field. With current budget concerns, spending \$200 on Ed Leaders Network, keeping professional development in-house, and providing professional development to all staff members just makes sense.

*— Dee Ann Schnautz
Director of Curriculum, Instruction, and Assessment*



edleadersnetwork.org

ED LEADERS NETWORK MICRO-CREDENTIALS

Micro-Credentials offer a personalized learning opportunity to use your knowledge and experience to earn a digital badge that demonstrates your mastery of a specific skill. The current collection is aligned to the Leadership Dimensions under the three Domains of the School Leader Paradigm – Culture, Systems and Learning. Additionally, Micro-Credentials hold the promise of alternative pathways to licensure. Micro-Credentials are worth 20 hours of professional development credit or Administrator Academy credit in Illinois.

ELN’s collection of Micro-Credentials currently includes skill assessment aligned to the 21 Leadership Dimensions under the three Domains of the School Leader Paradigm:

	EQUITY Equity (3 MCs) Constructing and Growing Equity Exemplifying Equitable Behavior Leading an Equitable Learning Culture	ETHICS Ethics (2 MCs) Embedding an Ethical Work Culture Exemplifying Ethical Behaviors and Values	GLOBAL MINDEDNESS Global Mindedness (2 MCs) Embedding a Global-Minded Learning Culture Exemplifying a Global-Minded Culture	RELATIONSHIPS Relationships (3 MCs) Building External Relationships Building Internal Relationships Building Personal Relationships
	COLLABORATIVE LEADERSHIP Collaborative Leadership (2 MCs) Exemplifying Collaborative Leadership Empowering a Collaborative Leadership Culture	COMMUNICATION Communication (4 MCs) Communication Advocacy Communication Structures Personal Communication Skills Communication Standards	DATA LITERACY Data Literacy (3 MCs) Fostering a Data Literacy Culture Leading Data Literacy Managing Data Literacy Systems	LEADERSHIP COACHING Leadership Coaching (3 MCs) Collaborative Leadership Coaching Directive Leadership Coaching Reflective Leadership Coaching
	ASSESSMENT Assessment (3 MCs) Assessing Student Learning and Growth Assessing the Learning Environment Evaluating Assessment Alignment	CURRICULUM Curriculum (3 MCs) Creating Learning-Focused Curriculum Ensuring Curriculum Alignment Meeting All Academic Needs	HUMAN CAPITAL MANAGEMENT Human Capital Management (3 MCs) Ensuring Accountability Recruiting High-Quality Staff Retaining and Developing Staff	INNOVATION Innovation (2 MCs) Creating and Sustaining Innovation Managing Change and Uncertainty



Student Centeredness (2 MCs)
 Embedding a Culture of Student Centeredness
 Exemplifying Student Centeredness



Traditions/Celebrations (3 MCs)
 Driving a Culture of Service
 Leading and Promoting Mutual Respect
 Valuing and Celebrating Traditions



Wellness (3 MCs)
 Advocating Personal Wellness
 Implementing Social Wellness
 Nurturing a Culture of Wellness



Operations (3 MCs)
 Allocating and Assigning Personnel
 Evaluating Operational Systems Effectiveness
 Managing System Logistics



Safety (3 MCs)
 Assessing Threats
 Leading a Culture of Safety
 Managing Crisis and Emergency Planning



Strategic Management (2 MCs)
 Leading Strategic Management
 Structuring Systems for Strategic Management



Vision, Mission & Strategic Planning (2 MCs)
 Driving Vision and Mission
 Leading Vision and Mission



Instruction (3 MCs)
 Ensuring Instructional Alignment
 Promoting Collaborative Instruction
 Providing Effective Instruction



Reflection and Growth (2 MCs)
 Creating a Culture of Self-Reflection
 Growing through Personal Reflection



Result-Oriented (2 MCs)
 Creating a Results-Oriented Learning Culture
 Implementing Data-Driven Decision Making

ED LEADERS NETWORK TEACHER EVALUATION CALIBRATION VIDEOS

Ed Leaders Network includes 37 calibration video exercises – 31 aligned to the 2013 Danielson Framework and six aligned to the 2022 version – designed to help teacher evaluators and observers calibrate their perceptions of (1) effective instructional practice based on the Danielson Framework for Teaching and (2) high-quality written feedback. A further goal of the exercises is to increase inter-rater reliability as well as build a common understanding of high-quality practice and feedback grounded in evidence collected during observations. Participants will watch classroom teaching videos while utilizing an observation tool to assist them in recording indicators of performance which will assist them in rating a teacher's performance. Participants will then be able to compare their ratings with those of expert state evaluators. The video exercises further allow evaluators to consider how constructive, actionable feedback can help teachers improve their instructional practice.

The calibration video collection is appropriate practice for individuals planning to take the two-day ISBE #2001 Illinois Performance Evaluation – Teacher Evaluation training. It is also appropriate for novice principals as well as veteran principals, district administrators and teachers who wish to better understand and utilize the Danielson Framework for Teaching. Included in the collection are video exercises for the grade levels/subjects on the following page.



Kindergarten	Grade 1	Grade 2	Grade 3	Grade 4	Grade 6	Grade 7	High School
Mathematics (2013 and 2022 Calibration Exercises)	ELA	Retelling and Comparing Two Stories (2013 and 2022 Calibration Exercises)	ELA/Main Idea	Spatial Reasoning with Polygons (2013 and 2022 Calibration Exercises)	Writing Using Adjectives	ELA (2013 and 2022 Calibration Exercises)	Grade 9 ELA (2013 and 2022 Calibration Exercises)
ELA/Science		Reading		Math	Informational Text		Grade 11 Reading (2013 and 2022 Calibration Exercises)
				Visualizing with Fractions	Math		HS Literature Analysis
				Science			HS Polynomial Functions
				Motion Science			10th Grade Modeling with Systems of Equations
							HS Math
							HS Math Algebra
							HS Math Story Problems
							Grade 9 Biology
							Grade 10 Science
							HS Social Studies
							10th Grade ELA/Social Studies

“
ELN is a tremendous resource for me as a principal. I get a timely response from questions or concerns I express about ELN and feel that I am able to utilize it for myself and my staff. This year I have assigned videos for staff to watch, discuss in small groups or with grade level partners, and respond with questions I've developed.
 – Victoria Norton
 Principal
 ”

MENTORING

A solid mentoring program for new school leaders provides them help to advance learning, innovation, and global citizenry in their schools. Research and exemplary practice have proven beyond any doubt that mentoring new leaders is essential in supporting increased performance as well as extending years in the role. The key to supporting leaders is helping them to reflect on practice, analyze strengths and areas for improvement, and collaborate to develop specific strategies to reach higher levels of performance. A trained and experienced mentor provides strategic probing and reflection, feedback and guided planning, and the support and motivation to sustain the leader in ongoing professional development. Mentoring offers the following benefits to the new school leader:



IPA selects and trains effective, experienced school leaders to support the growth of the new school leader and pair mentors based on several criteria including geography/location, gender, race, school and community context, professional goals, interpersonal styles, and learning needs.

IPA mentors deliver a contracted number of service hours (typically 40) over the course of one year. They maintain regular contact through a variety of methods including onsite visits, phone calls, email, virtual meetings, and text. They participate, with proteges, in collective virtual sessions throughout the year to bring proteges, mentors and thought leaders together to provide networking, discussion, and support. They maintain a log of service delivered; guide the development and implementation of a leadership plan; establish environmental intelligence regarding the building, operations, staff, students, parents, community, school culture, and environment; they effectively advise and support new leaders in decision making, strategic planning and goal setting; they employ collaborative, instructional and reflective coaching techniques to develop leadership for increased staff and student performance; and they assist in the development of the leader’s professional network of support.

At the conclusion of the mentoring contract, both the mentor and school leader are eligible for professional development hours equal to the contract hours.

“
I have had the pleasure of working with my mentor for almost 2 years now. As a new administrator, the support that she has given me over our time together has been priceless. During our regular check ins, she has given me strategies, best practices, and great ideas for how to handle different challenges that an administrator faces. She has always kept up with all the things going on in my world (professionally) and has had the ability to really know what to focus on and work on during our time together. I'm so grateful for this experience, as I think it has helped me feel more confident in myself and in my position.
— Science Department Chair
Deerfield High School, Township District 113
”

COACHING

Experienced principals and administrators face new challenges, both from external leadership as well as from their own desire to improve their leadership impact and the performance of the school. Reflective coaching, collaborative discussions and planning are essential in supporting their continued development. Coaching offers the following benefits to the school leader:



As part of the comprehensive leadership development offered by the Illinois Principals Association, highly trained and experienced coaches are available to support school leaders.

IPA coaches deliver a contracted number of service hours (typically 40) over the course of the desired contract length. They maintain regular contact through a variety of methods including onsite visits, phone calls, email, virtual meetings, and text. They participate, with proteges, in collective virtual sessions throughout the year to bring proteges, coaches and thought leaders together to provide networking, discussion, and support. They maintain a log of service delivered and provide skilled guidance to assist a leader learn new skills, solve problems creatively as well as meet challenges and opportunities efficiently and effectively. By employing well-developed skills, strategies and tools, the IPA coach serves as the catalyst for change, helping the leader shift their perspective, analyze patterns of thinking, and gain new perspectives. The coaching experience is designed to help leaders become newer, organized versions of themselves, ready to achieve agreed-upon goals.

IPA's coaches learn about the school leader through their own focused work, avoid recommending solutions, utilize effective listening and questioning techniques to guide discovery and problem-solving, and stay keenly aware of any personal assumptions about the leader, the process, or the context which they may be inclined to make. They also provide reflection and high-level thinking to facilitate the development of resources to support personal and professional development; they coach and assist in expanding the leader's experiences in districtwide or statewide leadership. At the conclusion of the coaching contract, both the mentor and school leader are eligible for professional development hours equal to the contract hours.



MENTORS AND COACHES

IPA offers opportunities for experienced, successful school leaders to give back to their profession by serving as mentors and coaches for others. IPA accepts applications throughout the year for individuals who demonstrate the following professional qualities and characteristics:



Once selected, IPA mentors and coaches receive intensive and ongoing training and support to allow them to employ a unique, sophisticated set of skills to:

- Impart and support professional leadership standards.
- Build trusting relationships.
- Facilitate growth-based goal setting.
- Provide feedback.
- Utilize effective questioning techniques.
- Guide reflection.





Serving as a mentor through the Illinois Principals Association has been one of the most rewarding aspects of my leadership journey. I've had the privilege of working alongside two aspiring principals and five acting principals, helping guide them through the exciting – and sometimes uncertain – early stages of their careers. As a principal myself, I understand firsthand how valuable it is to have a trusted voice outside of your district – a GPS, so to speak – to help navigate new challenges and opportunities. Through coaching and collaboration, I strive to build their confidence, accelerate their growth, and ensure they never feel alone on the path of leadership. It's an honor to pay forward the support that every great leader deserves.

*— Dr. Tom Webb, Principal
Carterville Intermediate School, Carterville CUSD #5*



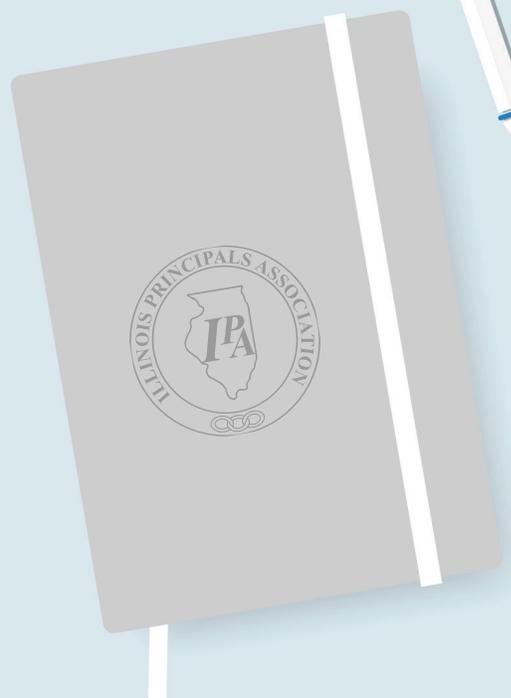
ADMINISTRATOR ACADEMIES

Individuals with an administrative endorsement on their Illinois Professional Educator License working in an administrative role must complete an annual Administrator Academy (AA) through an ISBE-approved provider before June 30 each year. IPA offers a wide selection of in-person, online, and on-demand administrator academies to meet the needs of leaders at all levels of experience and responsibility.

In addition to publicly advertised AAs, IPA also works directly with individual schools and districts to deliver the same content on a contract basis, if desired.



... the **BEST Academy** I have ever attended ... an extremely **well organized** and implemented session ... content of this Academy was **powerful** ... this academy was **one of the best** that I have been part of over my 31-year career ... **extremely helpful** examples and insights on how to shape and implement our goals ... **great energy** and presented in an **engaging** manner ... one of the **best presenters** I've had the opportunity to learn from in my 27-year career in education ... the overall organization of the workshop was **outstanding** ...





HOW TAKING CARE OF YOURSELF CAN *transform* YOUR SCHOOL CULTURE



WHAT CONNECTED LEADERS DO *Differently*



Family Engagement at the K-8 Level
MEANINGFUL, ONGOING INVOLVEMENT IN SCHOOL



DIFFICULT CONVERSATIONS:
How to Discuss Crucial Issues to Improve Relationships and Performance



Mastering Self-Leadership:

Achieving Personal Excellence for School Excellence



Caring Connections:
A Whole School Approach to Mental Health and Wellness



FROM WORDS TO ACTION:
Your Response
TO RACISM IN SCHOOLS



Addressing Chronic Absenteeism
THROUGH INCLUSIVE AND EQUITABLE PRACTICES FOR ALL



Manage Your Time
OR TIME WILL MANAGE YOU





ASPIRING



LAUNCHING

LEAD

- ✓ School Leader Paradigm
- ✓ School Leadership That Fits
- ✓ Resume Review
- ✓ Contract Review
- ✓ Salary Survey
- ✓ IPA Talk
- ✓ Member Assistance Program

- ✓ School Leader Paradigm
- ✓ School Leadership That Fits
- ✓ Resume Review
- ✓ Contract Review
- ✓ Salary Survey
- ✓ IPA Talk
- ✓ Member Assistance Program
- ✓ School Leader Entry Plan
- ✓ School Leader Calendar
- ✓ Cycle of Inquiry
- ✓ School Leader Evaluation Plan
- ✓ Legal Support
- ✓ Model Student Handbook/AI

ENGAGE

- ✓ IPA Social Media
- ✓ IPA Connect
- ✓ IPA Education Leaders Annual Conference
- ✓ WELL Summit
- ✓ I-Grow Summit

- ✓ IPA Social Media
- ✓ IPA Connect
- ✓ IPA Plugging In & Breaking Out
- ✓ IPA Region Meetings
- ✓ Committees
- ✓ IPA Education Leaders Annual Conference
- ✓ WELL Summit
- ✓ I-Grow Summit
- ✓ Assistant Principal/Dean Summits
- ✓ National Conferences

ADVOCATE

- ✓ Advocacy in Action Newsletters
- ✓ Legislative and Case Law Update

- ✓ Advocacy in Action Newsletters
- ✓ Legislative and Case Law Update
- ✓ IPA Policy & Action Center
- ✓ IPA Principal for a Day

LEARN

- ✓ ELN Leadership Courses
- ✓ ELN Mandated Trainings
- ✓ ELN Webinars
- ✓ ELN Micro-Credentials
- ✓ ELN Teacher Evaluation Calibration Videos
- ✓ Teacher/Principal Evaluator Initial Training/Retraining

- ✓ Launching Excellent Leaders Academy
- ✓ ELN Leadership Courses
- ✓ ELN Mandated Trainings
- ✓ ELN Webinars
- ✓ ELN Micro-Credentials
- ✓ ELN Teacher Evaluation Calibration Videos
- ✓ LEAD Webinar Series
- ✓ Mentoring Services
- ✓ Administrator Academies
- ✓ Teacher/Principal Evaluator Initial Training/Retraining
- ✓ PD Scholarship



BUILDING

- ✓ School Leader Paradigm
- ✓ School Leadership That Fits
- ✓ Resume Review
- ✓ Contract Review
- ✓ Salary Survey
- ✓ IPA Talk
- ✓ Member Assistance Program
- ✓ School Leader Entry Plan
- ✓ School Leader Calendar
- ✓ Cycle of Inquiry
- ✓ School Leader Evaluation Plan
- ✓ Legal Support
- ✓ Model Student Handbook/AI

- ✓ IPA Social Media
- ✓ IPA Connect
- ✓ IPA Plugging In & Breaking Out
- ✓ IPA Region Meetings
- ✓ Committees
- ✓ Region Leadership Roles
- ✓ Moderate or Present at an Event
- ✓ IPA Congressional Delegate
- ✓ Mentor or Coach
- ✓ IPA Education Leaders Annual Conference
- ✓ WELL Summit
- ✓ I-Grow Summit
- ✓ Assistant Principal/Dean Summits
- ✓ National Conferences

- ✓ Advocacy in Action Newsletters
- ✓ Legislative and Case Law Update
- ✓ IPA Policy & Action Center
- ✓ IPA Principal for a Day
- ✓ Legislative Committee
- ✓ Legislative Chair on Region Board

- ✓ ELN Leadership Courses
- ✓ ELN Mandated Trainings
- ✓ ELN Webinars
- ✓ ELN Micro-Credentials
- ✓ ELN Teacher Evaluation Calibration Videos
- ✓ Coaching Services
- ✓ Mentor and Coach Training
- ✓ Administrator Academies
- ✓ Teacher/Principal Evaluator Initial Training/Retraining
- ✓ PD Scholarship



MASTERING

- ✓ School Leader Paradigm
- ✓ School Leadership That Fits
- ✓ Resume Review
- ✓ Contract Review
- ✓ Salary Survey
- ✓ IPA Talk
- ✓ Member Assistance Program
- ✓ School Leader Entry Plan
- ✓ School Leader Calendar
- ✓ Cycle of Inquiry
- ✓ School Leader Evaluation Plan
- ✓ Legal Support
- ✓ Model Student Handbook/AI

- ✓ IPA Social Media
- ✓ IPA Connect
- ✓ IPA Plugging In & Breaking Out
- ✓ IPA Region Meetings
- ✓ Committees
- ✓ Region Leadership Roles
- ✓ Moderate or Present at an Event
- ✓ IPA Congressional Delegate
- ✓ IPA Board of Directors
- ✓ Mentor or Coach
- ✓ IPA Education Leaders Annual Conference
- ✓ WELL Summit
- ✓ I-Grow Summit
- ✓ Assistant Principal/Dean Summits
- ✓ National Conferences

- ✓ Advocacy in Action Newsletters
- ✓ Legislative and Case Law Update
- ✓ IPA Policy & Action Center
- ✓ IPA Principal for a Day
- ✓ Legislative Committee
- ✓ Legislative Chair on Region Board
- ✓ NAESP & NASSP Advocacy Conferences

- ✓ ELN Leadership Courses
- ✓ ELN Mandated Trainings
- ✓ ELN Webinars
- ✓ ELN Micro-Credentials
- ✓ ELN Teacher Evaluation Calibration Videos
- ✓ Coaching Services
- ✓ Mentor and Coach Training
- ✓ Administrator Academies
- ✓ Teacher/Principal Evaluator Initial Training/Retraining
- ✓ PD Scholarship

ENDNOTES

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NOTES



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NOTES



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NOTES

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Council for Leaders in
Alabama Schools

**Council for Leaders
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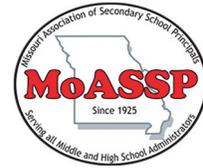
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