

Administrator Mentor Plan (AMP) Lake Shore Central School District



January 2022

Reviewed Annually by
Administrative Mentoring Steering Committee

I. Statement of Administrator Mentor Plan

The Administrator Mentor Plan (AMP) in Lake Shore Central School District allows a trained mentor administrator to work with a Lake Shore Central administrator (mentee). Administrators eligible to participate as a mentee may include administrators who are new to administration, new to Lake Shore Central School District, have been placed on a Principal Improvement Plan (PIP) or are transitioning between job assignments or buildings.

The mentor program is designed to support administrators as they grow/transition into a new position by facilitating relationship building and moving the mentee along the continuum of proficiency according to the MPPR (Multidimensional Principal Performance Rubric), the district's adopted APPR rubric for administration. Mentees are provided with opportunities for support and effective feedback by using systematic, proactive, and collaborative activities within a confidential mentor / mentee relationship. Mentors provide consistency, access, confidentiality and availability for the mentee. This program will comply with all New York State Education Department (NYSED) Commissioner's Regulations.

The primary goal for the AMP is to develop highly effective leaders which leads to improved student achievement through the MPPR (Multidimensional Principal Performance Rubric), the district's adopted APPR rubric for administration including:

1. Shared Vision of Learning
2. School Culture and Instructional Program
3. Safe, Efficient, Effective Learning Environment
4. Community
5. Integrity, Fairness, Ethics
6. Political, Social, Economic, Legal and Cultural Context
7. Goal Setting and Attainment

II. Mentor Steering Committee

The Lake Shore AMP (Administrative Mentoring Program) is governed by the Administrative Mentor Steering Committee (AMSC). The committee administers the practices and procedures of the program. To the extent practicable, the committee will be composed of four administrators and the Assistant Superintendent for Instruction. To the extent practicable, the committee should be representing elementary, middle school, high school and one non-instructional member as needed. The committee is chaired by an administrative member selected by the committee; the AMSC Facilitator.

Each year, the AMSC will:

- Review and update the Administrative Mentoring Program

- Provide training to all potential administrative mentors
- Determine who the AMSC Facilitator is for the year

Members of the 2021-2022 Mentor Steering Committee are:

Melissa Bergler

Jill Clark

Christopher D'Anna

Christine Starks, AMSC Facilitator

III. Mentor and Mentee Time and Accessibility

An effective mentoring relationship requires frequent contact (i.e.: weekly, bimonthly, monthly). Since mentors and mentees most likely are not assigned to the same building, communication is expected via phone, email, virtually, or in person (most beneficial). Both mentor and mentee are expected to initiate contact. Contact is both scheduled and impromptu and should average 4 hours per month together. More time may be needed initially and should be adjusted accordingly.

IV. Setting Directions and Training

Each year, the committee will determine the need to train administrative team members in mentoring. The training will be facilitated by the AMSC Committee, the Assistant Superintendent for Instruction and/or designee(s). This training is offered in tiers and aims to respect the important role of mentoring. Training could include, but is not limited to:

- Identifying the direction of the mentoring relationship
- MPPR topics
- Self-Reflection
- Goal setting
- Cognitive Coaching
- Appropriate Learning Standards (NYS, CCLS, NextGen)
- Training in Staff Evaluation/Danielson
- Networking opportunities
- Confidentiality
- New Teacher Orientation (includes SNI tour)
- Lake Shore Introduction to Administrative Team Contacts
- District Initiatives, Policies and Procedures

The role of the mentor is significant in the Lake Shore Central School District organization for thorough induction of new professionals and effective professional learning. The AMSC will be responsible for ensuring that all administrative team members understand the role and expectations of mentoring.

Should a mentor be deemed ineffective with a mentee or found unable to fulfill mentoring duties, or if a mentee is dissatisfied with the mentor assignment, the mentor or the mentee may request an end to the partnership using the “No Fault, Easy Out” Procedure form (appendix). This form is utilized as a last resort, after the mentor, the mentee, or both meet with the AMSC Facilitator.

V. Mentor Selection

A mentor is selected by the superintendent or designee in collaboration with the Administrative Mentoring Steering Committee. The administrative team will receive annual training and understand the role of mentor with a strong respect for confidentiality. It is preferred that a mentor have tenure, but is not a requirement in the program. The goal is to best match a mentor and mentee with similar experiences if applicable. It is preferred that the last three MPPR reports have included an overall rating of “effective” or “highly effective”. Mentors must show evidence of accurate record keeping, reflective practice, communication with families, a lifelong learner, a collaborative partner with colleagues, and have a reputation for someone who can be trusted and is often sought as a sounding board.

A mentor is assigned in a timely manner to an intern under one of these six scenarios:

- The leader is a new leader in the district
- The leader has initial certification
- The leader has initial certification, is in the first year of an administrative position and is employed in the district for more than 40 contiguous days (long term substitute)
- The leader is making a significant shift in assignment (“significant” will be determined by the AMSC)
- The leader is returning to the district after a leave (and needs a mentor, as determined by the AMSC)
- The leader is on a PIP and the plan requires a mentor assignment

Mentoring should be for one full year.

Once mentor-intern assignments are made, the Assistant Superintendent for Instruction (or designee) will send letters of notification to each mentor and mentee. The Assistant Superintendent for Instruction and the AMSC Facilitator will maintain contact with each pair to ensure continued progress and identify possible needs that will further support their partnership.

VI. Role of the Mentor

The mentor will communicate guidance to mentee to promote understanding of the following:

- NYS Educational Law including APPR and MPPR requirements
- NYS Learning Standards and State assessments
- The intricacies of the school and community organization
- Professional opportunities and responsibilities

A Mentor Intern List of Talking Points (appendix) has been developed to guide the mentor and intern.

The mentor must help the mentee create a safe, confidential and proactive environment necessary for honest exchanges and reflections to occur. The mentor's primary concern is to assist and support the mentee. In this supportive relationship, the mentor shall:

- provide guidance, support and encouragement to the mentee
- invite the mentee to observe instruction together
- use the skills obtained in training to facilitate conversations and conference together
- model best administrative practices and behavioral management strategies
- collaborate with the mentee in goal setting and goal implementation
- offer suggestions and resources to support the intern and seek out workshops to help the mentee reach his/her goals.

The mentor will be a colleague, working with another professional to implement a smooth transition from a novice administrator to a highly effective, competent administrator. The role of the mentor is, at all times, non-supervisory. Meeting with the mentee frequently and being available before and after school are a part of a good mentor's work. Frequency is a must.

Confidentiality is mandatory. The mentor will collaborate with the mentee to provide assistance and support. There is no supervisory role. No interactions between mentors and mentees will be discussed with anyone else on staff. Each mentor and mentee will be given careful instructions to this effect and will be expected to strictly adhere to the plan for confidentiality (appendix). No information obtained by the mentor through interaction with the mentee will be made available to any person, nor will it be used in the mentee's evaluation process. This procedure will be fully explained to everyone in the organization and will be complied with in all circumstances, contributing to an atmosphere of mutual trust and respect between mentors and mentees.

The only exception to the component above is: information obtained by a mentor through interaction with a new administrator while engaged in mentoring activities

of the program shall not be used for evaluation or discipline, unless withholding such information poses a danger to the life, health or safety of an individual, including but not limited to students and staff of the school, or unless such information indicates that the new administrator has been convicted of a crime.

VII. Role of the Superintendent

The Superintendent, in collaboration with the Assistant Superintendent for Instruction, will oversee the implementation of the Administrator Mentoring Program.

The Superintendent or designee is recommended to provide a site visit for the mentee once before January during the mentee's first year to the extent practicable. This early visit will allow for improvement and reflection by the mentee. The Superintendent will honor the confidentiality of the mentee/mentor relationship.

VIII. Role of the Mentee

Mentees will be responsible for working with assigned mentors in a manner that enhances a program of professional growth and administrative excellence. The mentee will be responsive to suggestions, articulate and be eager to adopt new techniques into his/her administrative skills repertoire. Success in the mentor-mentee program is equally dependent upon both mentees and mentors. Mentees will work with the program facilitator, respond to self-evaluations, may attend seminars, workshops and programs identified as useful in the educational/certificate field, and participate fully in the induction process.

Finally, the mentee will honor the confidentiality of the mentee/mentor relationship.

IX. Program Evaluation

The District will assess the extent to which the program has benefited both mentors and interns in several ways.

The AMSC facilitator will review all materials pertaining to the program and facilitate the review of the program each year in order to update the plan for Board of Education approval. Identification of problem areas, suggestions for future improvements, notable accomplishments and any adjustments suggested by the Administrator Mentor Steering Committee (AMSC) will be implemented in collaboration with the Assistant Superintendent for Instruction. Changes critical to program improvement will be made prior to the beginning of the following school/program year.

Forms are also available online at
<https://www.lakeshorecsd.org/Domain/960>

NO FAULT, EASY OUT PROCEDURE

This form should be filled out by any member of a mentoring partnership (mentor or mentee) who for any reason wishes to discontinue his/her current responsibilities. When the form is completed, it is to be given to the superintendent or designee.

Note: All information on this form will be regarded as confidential. The superintendent or designee will assign a new mentor intern pairing.

Your Name: _____ Date:

Name of Mentoring Partner: _____

_____ I have a personal concern with the effectiveness of the mentoring partnership. (Please provide a brief explanation.)

_____ I have a professional concern with the effectiveness of the mentoring partnership. (Please provide a brief explanation.)

_____ I am taking a temporary leave of absence from mentoring or from my job. (Please provide anticipated starting and ending dates.)

_____ Other concern with a brief explanation:

The following information and/or forms are topics to be shared and discussed between the mentee and mentor. Mentees would identify topics that are priorities for discussion.

<u>Safety/Emergency Procedures</u> _____ Fire drills _____ Procedures for shelter in place, lockdown and lockouts _____ Who to communicate to and what to share _____ Emergency plans and procedures _____ Fire extinguishers and alarm locations	_____ Keys/Swipe Card/Doors to enter _____ Wearing ID ("What if I lose it?") _____ Building Tour _____ Maintenance Request _____ Procedures for student absence/tardiness _____ Office procedures, copy machine, etc. _____ Room Reservations
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- Accident reports
- Medical emergencies
- Medication procedures
- Safety Classroom Expectations
(Windows closed, sill clear, door closed and locked, hanging paper from ceiling or near doors)

Building Routines and Procedures

- Parking
- Normal working hours
- Announcements
- Open House
- Introductions to staff throughout the buildings
- Lake Shore Central School/Faculty Handbook
- School policy regarding snacks or drinks in classrooms for staff/students
- Assemblies – procedures
- Using the courtyard
- Field Trip Arrangements
- Code of Conduct
- Money collection - policy/ procedures
- Communication (Global Connect, Social Media, Website)
- Excuses, Bus Passes
- Early dismissal
- Late bus passes
- Elevator
- Doors to enter after bell

Staff Absences/Personal

- Arranging for a substitute
- Who to notify/AESOP
- Applying for sick or personal leave
- Conferences/Jury Duty
- "Other" – type reason in notes to admin
- Sub folders
- Teacher coverage
- Contractual Obligations

Telephone System

- Setting up voicemail/name
- Accessing voicemail
- Outgoing calls
- Long distance calls

- What if I need to leave my building?
- Playground procedures
- Chaperoning
- Employee dress and appearance
- Guest Speakers
- Supplies (budget/Central Store Usage)

Meetings (faculty, department, grade level, CSE, RTI, parent, team meetings)

- What are they?
- What should I expect?
- Who will let me know the schedule?
- Expected length
- What if I can't be there?
- Roles and expectations

Professional Development

- Workshops/Conferences/Meetings
- Procedures (How to register)
- Course Credit Requests (College)
- Claiming mileage
- MPPR Requirements
- Claim Forms
- CTLE
- Safe Schools Training
- Fund Raising
- Collecting money from students
- Taking responsibility of personal PD

Student Matters

- Handling a fight between students
- Reporting a discipline problem
- Reporting serious problems with a student (health or behavior)
- Handling confidential information
- IEP/CSE/504 Plans
- Student records – attendance, phone log, grades
- Parental contact; procedures for incoming and outgoing (phone log, e-mail log, letters, conferences, potential problems)
- Photo release of students
- Student Code of Conduct
- Family Support Center
- Relationships with students
- Grading and homework guidelines or policies, documenting grades

Cafeteria procedures

- What is my role?
- Where can I get lunch?
- Role of monitors
- No shame policy

Technology/Audio Visual

- District Technology Support Center
- Computer access, computer labs, laptop carts, I-pad carts, projectors

- What is available?
- Where is it?
- Point people in building and district
- Technology Integration
- PowerSchool and Logs
- VPN/Remote Access
- E-Mail (Acceptable Use Policy)
- Cell Phone Usage (Student and Faculty)

- Social Media & School Responsibility

Curriculum Questions

- New York State Standards
- Elementary Core Curriculum Leaders
- Department Chairs
- Rtl
- Data Leader
- Assessments

- Report Cards
- Roles and responsibilities of a teacher aide, teaching assistant
- Approval to use written materials for publication

- Mandated Reporter
- Dignity for All Students Act (DASA)
- Role of school counselor & social workers

Budget Process

- Timelines/Expectations
- WinCap

Other

- Coaching
- Extracurricular opportunities
- Questions about the LSCTA, Teamster & LSCASA contracts
- APPR, pre and post observation process, evaluation tool, TIP
- Business Office
- Medical/Flex Plans/105H
- Bus Duties/Breakfast Duties
- Confidentiality
- Option of visiting other buildings
- Role of secretary
- Ordering agendas
- Teacher grievances
- Budget/timeline/WinCap/timesheets
- Annual Goal setting