

# DEFINING QUALITY MENTORING FOR NEW LEADERS!

## THE KANSAS EDUCATIONAL LEADERSHIP INSTITUTE (KELI)

Kansas State Department of Education Annual  
Conference  
October 27th, 2015

Donna Augustine-Shaw, KELI Staff  
& KSU Asst. Professor

KELI Panel Program Representatives





# LEADERSHIP MATTERS!

- Leadership impacts student learning – second only to the classroom teacher (Leithwood, et al., 2014)
- Leadership influences school/district culture and establishes a vision for success
- Leadership decisions support the learning environment
- Leadership provides focus for school/district improvement
- Leaders must seek to understand and collaborate with all school and community stakeholders



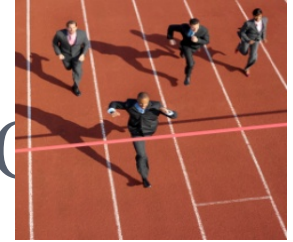
# TODAY'S NEW LEADERS



- Direct and shape complex and diverse political systems
- Eagerly embrace new leadership opportunities
- Wear many hats in rural settings and face isolation
- Face pressure for accountability of student learning and effective teaching
- Often lack understanding of their new role and system-level responsibilities



# MENTORING MAKES A DIFFERENCE



- Mentoring provides critical support for leaders in their first year of practice
- Mentoring helps retain quality leaders – reducing local district costs to recruit and train new leaders *AND* building more consistent paths for students and staff to succeed!
- Mentors provide a calm & experienced voice to assist new leaders in aligning goals and meeting the complex needs of today's schools
- Mentors provide a life-line for new leaders to move past situational challenges, refine skills & strategies for long-term results, understand impact of decisions in the local context, and manage time effectively to build relationships with stakeholder groups

***New principals and superintendents need and deserve the support provided by an experienced and trained mentor during their initial years of practice!***

# KSDE MENTOR & INDUCTION GUIDELINES



- Each LEA shall provide all new school leaders (initial license), a year-long approved program w/systemic mentoring & induction support.
- Practical application of ISLLC & Kansas professional standards.
- Structured contact (minimum of 40 contact hours and 3 face-to-face meetings).
- Interaction w/colleagues from larger community.
- Additional training/support beyond the first year.
- Must include program evaluation.
- Must include selection and training criteria for mentors.



# KSDE DISTRICT ACCREDITATION MODEL

## – RESPONSIVE CULTURE: LEADERSHIP

- *Defining Responsive Culture: "one that readily reacts to suggestions, influences, appeals, efforts, or opportunities - empowers all stake holders to become respectful of, responsible for, and involved in learning, the learning process , and the learning community "* (KSDE, 2010, p. 48).
- Component 1: Leadership – District Vision, Expectations for Results, Culture of Teaching & Learning, Indicators of Success, Strategic Plan for Learning Communities, Resource Allocation, Advocacy for Educational Policy, Communication w/Stakeholders, Community Collaboration, Culture of Collaboration, Data Analysis & Sharing, Results-driven Leadership, Common Language, Curriculum Alignment to Standards, District Leader Responsibilities-Expectations-Accountability, Change Research, Professional Learning Needs & Planning, Leadership Teams, Teacher Leadership



# THE KANSAS EDUCATIONAL LEADERSHIP INSTITUTE (KELI) PROVIDES TWO STRANDS OF SUPPORT FOR NEW LEADERS IN KANSAS

- Mentoring and Induction for New Superintendents and Principals and Other New Leadership Positions
- Professional Learning Opportunities Focused on Leadership Development for ALL District and School Leaders



# KELI

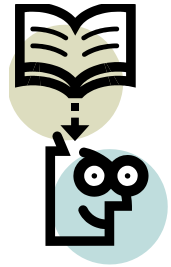
- The mission of the Kansas Educational Leadership Institute is to collaborate and share resources to support professional growth of educational leaders needed in Kansas schools for the 21st Century.
- KELI's program design was recommended by Kansas Superintendents and Principals
- KELI was formed and is supported by Committed Partnerships!







- KELI is a Research-based Model
- KELI was Designed by Kansas Superintendents & Principals
- KELI provides ON SITE, INDIVIDUALIZED Mentoring by Experienced Kansas Leaders
- KELI provides Opportunities for Networking
- KELI provides Monthly Resources
- KELI introduces New Leaders to Professional Organizations
- KELI organizes Deep Professional Learning Opportunities around the Role of the Leader
- KELI strives to Build Leadership Capacity
- KELI enhances current experience and provides valuable support for professionally licensed leaders
- KELI provides “coaching” training for ALL program mentors



## IMPORTANT TO KNOW...

- KELI is a Regional Professional Learning Center recognized by KSDE - Facilitating the move from initial to professional endorsement and providing credits toward license renewal for all licensed leaders
- KELI is an **approved** program for KSDE Mentoring & Induction Program - Building & District Leaders
- KELI has a governance structure
- KELI is growing and adjusts to meet the needs of Kansas leaders
- KELI costs vary from year to year but typically compares to the cost of attending a national conference



## **NEW SUPERINTENDENT MENTOR SERVICES**

- Monthly face to face visits by a successful Kansas Superintendent, trained as a mentor
- On-site and personalized to meet the needs of the new leader in their own local district setting
- Activities of the month checklist and resources
- Introduction to Kansas professional organizations
- Opportunities for networking in cohorts
- Professional learning
- Reflective goal-setting
- Second year of program support



# NEW PRINCIPAL MENTOR SERVICES

- Five face to face visits conducted by a successful Kansas Principal, trained as a mentor (one visit hosted by the mentor at their school)
- On-site and personalized to meet the needs of the new principal in their own school setting
- Activities of the month checklist and resources
- Introduction to Kansas professional organizations
- Opportunities for networking in cohorts
- Supported by Superintendent
- Professional learning
- Reflective goal-setting
- Second year of program support



*“From a national leadership perspective, principal mentoring is a valuable tool in both building quality school leaders and keeping good principals.” (Sciarappa & Mason, 2013)*

# PERSPECTIVES FROM KELI PROGRAM REPRESENTATIVES



- Superintendent Program
- Principal Program
- **Mentee Perspective** – How are the support services provided by KELI helping you in your first year of practice?
- In addressing current issues...In creating a responsive culture focused on student learning?
- **Mentor Perspective** – From your observations, what program features are building capacity in the new leader?
- In what ways are you benefitting as a mentor?

# NEW PROGRAM SERVICES – PILOT YEAR

- Special Education Directors
- Special Education Asst. Directors & Coordinators
- Assistant Superintendents
- Assistant Principals

Supporting new leaders is an  
Investment work making!



# THE MATCH MATTERS!



KELI values the Mentee/Mentor Match by considering...

- Geographic Location
- School Level
- School/District Size
- Experiences



- *“As a new principal, you don’t always know what questions to ask and when. My KELI mentor guided me through the year so that the information I received was pertinent and in a timely manner.”  
– Principal Mentee*

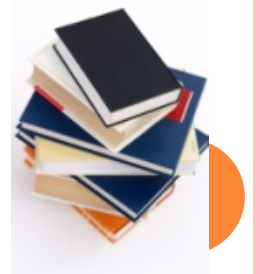
- *“Learning requires feedback. When leaders ask, ‘How am I doing?’ they gain valuable insights into how they affect the performance of others.”*

*-Kouzes & Posner*



# PROFESSIONAL LEARNING FOR KANSAS LEADERS

- Seminars designed to address current and relevant topics for superintendents and principals
- Seminars focused on up-to-date content presented by experts and includes local district leaders involved in implementation efforts & opportunities for networking and discussion
- Seminars targeting the role of the leader
- Seminars supported by partnerships







## COMMIT AND ENCOURAGE...

- Commit resources to support your new superintendent and principals with quality mentoring and induction!
- Dedicate and offer mentoring and induction services when hiring new leaders in your district!
- Encourage quality principals to serve as mentors!

*“You will grow as an educator too!” – KELI Principal Mentor*

***Panelists:** Is there anything else you would like to share with others considering the KELI Mentoring & Induction Program?*





## AUDIENCE DISCUSSION

- What support are you looking for in a mentoring & induction program?
- How can KELI help stakeholders understand the value in mentoring & induction for newly hired leaders at all levels?
- How can KELI communicate with the field about its mentoring & induction services given the new KSDE guidelines for M&I?



# LEADERSHIP MATTERS!

## MENTORING WILL MAKE A DIFFERENCE IN YOUR SCHOOL & DISTRICT!

- Questions
- Closing Comments
- Contact Information: [keli@k-state.edu](mailto:keli@k-state.edu)

345 Bluemont Hall, Kansas State

1100 Mid-campus Drive

Manhattan, KS 66506

785.532.5758

Website: [www.coe.k-state.edu/keli/](http://www.coe.k-state.edu/keli/)



**Thank you!**



## KELI M&I SERVICES

- Face to face visits, on-site and personalized to meet local school & district needs
- Monthly checklist
- Opportunities for networking in cohorts & state-wide meetings/professional organizations
- Professional learning seminars

