

Mentoring New Leaders: A Requirement for Success!

The Kansas Educational Leadership Institute (KELI)



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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 teaching and learning
- Leadership provides focus for school/district improvement
- Leaders collaborate with all school and community stakeholders



Leaders Today...

- Eagerly embrace new leadership opportunities
- Wear many hats in rural settings and face isolation
- Often lack understanding of their new role and system-level responsibilities
- Direct and shape complex and diverse political systems
- Face pressure for accountability of student learning, effective teaching, and school/district improvement
- Have responsibility for allocation of resources
- Must communicate effectively with a wide range of stakeholders



Mentoring Builds Capacity!



- Mentoring provides critical support for leaders in their initial years of practice
- Mentoring helps retain quality leaders – reducing local district costs to recruit and train new leaders *AND* builds more consistent paths of success for students and staff
- 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 and refine skills & strategies for long-term results
- Mentors understand the impact of decisions in the local context and how to prioritize time and requirements to focus on goals and build relationships with stakeholder groups



KELI's Support for New Leaders

- Builds capacity w/opportunities for networking & meaningful resources
- Upholds confidential and responsive mentoring
- Provides a comprehensive and adaptive program structure with clear expectations
- Engages mentors in quality training
- Builds confidence of new leaders
- Assists new leaders with understanding system-level requirements through the skills of an experienced mentor
- Is flexible & supports the profession by embracing new program, district, and field needs
- Is focused on reflection, gaining feedback, and continuous program improvement
- Assigns qualified mentors w/similar experiences
- Has monthly face-to-face mentoring that is purposeful
- Provides essential support to the individual needs of each new leader
- Enables open discussion and opportunities to talk, reflect, and consider solutions from various district roles and responsibilities

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.



Kansas Can – Meeting Criteria for New Kansas Accreditation Model



- *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*

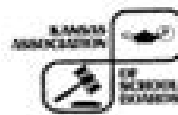
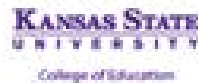
Two Strands of Support for New Leaders in Kansas



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

Mission Design Partnerships

- 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 Mentoring is Unique!



- Research-based Model aligned to Leadership Standards
- Designed by Kansas Superintendents & Principals
- Provides ON SITE, INDIVIDUALIZED Mentoring by *Experienced* Kansas Leaders
- Provides Opportunities for Networking
- Provides Monthly Resources
- Introduces New Leaders to Professional Organizations
- Organizes Deep Professional Learning Opportunities around the Role of the Leader
- Strives to Build Leadership Capacity
- Enhances current experience and provides valuable support for professionally licensed leaders
- Provides “coaching” training for ALL program mentors
- Responds to changing needs of leaders through on-going feedback from program mentors and mentees

Training for Mentors: A Research-based Coaching Model

- Engages mentors in new knowledge, structured and risk-free practice sessions, and develops new skills through real-life application
- Establishes importance of building relationships through active listening, communicating with positive intent, paraphrasing, and powerful questioning
- Focuses on planning and goal-setting
- Explores leadership tenets and best practice
- Develops skills for difficult conversations and giving reflective feedback
- Required of all KELI mentors during year 1 and year 2 in serving as a mentor along with additional professional development and networking





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



District Program Mentoring Components

Superintendents & Assistant Superintendents

Special Education Directors & Asst. Directors

- Monthly face to face visits by a successful Kansas Superintendent or Special Education Director, Trained as a mentor
- On-site and personalized to meet the needs of the new leader in their own local district/organization setting
- Performance Observations
- 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



Building Mentor Program Components

Principal, Assistant Principal & Special Ed. Coordinator

- Five face to face visits conducted by a successful Kansas Principal/Special Ed. Administrator, Trained as a mentor (one visit hosted by the mentor at their school site)
- On-site and personalized to meet the needs of the new leader in their own school setting
- Performance Observations
- 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)

Annual Survey Highlights

- Superintendent Programming – 5 year trend....100% of BOTH mentees and mentors felt the frequency of face-to-face mentor interactions met the needs of mentees.
- Superintendent Programming – 5 year trend....100% of BOTH mentees and mentors (in first 4 years of operation) felt the KELI mentoring program helped mentees grow professionally. In 2015-16, 93% of mentees and mentors agreed.
- Superintendent Programming – 5 year trend...100% of mentors agreed that training provided by KELI helped them be a more effective mentor/coach.
- Principal Programming – 3 year trend...90% of mentors and mentees agreed that KELI mentoring/induction support is helpful to a first year building leader.
- Principal Programming – 3 year trend...100% of mentors agreed that serving as a KELI mentor is a personal professional learning experience.

Panel Perspectives...



- *Superintendent Program*
- *Principal Program*
- *Special Education Program*

Mentee Perspective – How is the support provided by KELI helping you in your initial years of practice?

- In addressing current issues...In establishing a culture to support school/district/state goals?

Mentor Perspective – From your observations, what program features are building capacity in your new leaders?

- In what ways are you growing as a mentor?

Program Service Highlights

- New Superintendents & Asst. Superintendents – Served **122** since 2011-12
- New Principals & Asst. Principals – Served **119** since 2013-14
- New Special Education Leaders – Served **12** since 2015-16

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."

– KELI Principal Mentee

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, includes local school & 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 new building and district leaders 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?*



Share a Success Story!

Small Group Discussion

- What support are you looking for in a mentoring & induction program?
- How can KELI help others understand the value in mentoring & induction for newly hired leaders at all levels?



Leadership Matters!

Mentoring will Make a Difference in Your School & District!

- Questions
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Thank you!