

Mentoring and Induction Toolkit

Role of the Principal in Mentoring and Induction

JANUARY 2019

Workbook



Role of the Principal in Mentoring and Induction

Purpose: This resource is part of the *Mentoring and Induction Toolkit* from the Center on Great Teachers and Leaders. This tool helps school or district teams reflect on specific actions principals, district leaders, and state leaders can take to support effective principal leadership for mentoring and induction programs. Leaders and staff members from regional comprehensive centers and state education agencies can use this tool to facilitate conversations at the district level about the design and implementation of effective mentoring and induction programs.

Instructions: Work with your team to answer the guided reflection questions.

Reflection and Planning

The following section offers space for individual reflection before engaging in group discussion, followed by a template with suggested guidance for the expectations for principals in leading and supporting mentoring and induction programs. To complete this task, the team will need to gather a few documents for information that will help to structure this discussion:

- Documentation of policies, requirements, or other processes around the role of the principal in the design or implementation of your school or district mentoring program
- Documentation of mentor roles and responsibilities

Step 1—Individual Reflection

Begin by reviewing the anchor presentation for **Module 5: “The Role of the Principal in Mentoring and Induction.”** Each team member should then independently review the documents listed above. As you review the documents, consider the following questions and take notes to generate ideas and prepare for a team discussion.

1. How does your school or district define the role of the principal in mentoring and induction programs? What competencies and actions does this role require of the principal?

2. How will your school or district support or promote principals' development of these competencies? How will these be integrated into principal professional learning systems?

3. How will your school or district promote principals' implementation of these actions? Are there policies, practices, or processes that need to be adjusted?

4. How will your school or district modify school leadership, communication, or decision-making processes to reflect a more differentiated leadership structure (i.e., teacher leadership)?

Step 2—Team Discussion

As a team, discuss the questions in Step 1. Use chart paper to note any areas of agreement to help inform the plan in Steps 3 and 4.

Step 3—Team Planning for the Role of the Principal in Mentoring and Induction

As a team, prepare a plan for developing or refining (1) the definition and guidance around the role of the principal in the mentoring and induction program, and (2) professional learning supports for principals around key competencies, dispositions, and leadership approaches.

If you are working to refine an existing plan or program, revise the questions as needed to address an initiative that is already in place.

Guiding question	Definition and guidance on the role of the principal	Professional learning for principals
Are there specific policies, rules, or formal positions that need to change?		
What are the timing considerations for changes in processes or policies?		
Are there informal processes or practices that need to change?		
Who will oversee and coordinate professional learning and communication for principals?		
Who will be the team members supporting implementation?		
Who should be consulted about this work along the way?		
What is the key essential content that should be covered?		
What are the key action steps for development/implementation of these initiatives? <i>List up to five action steps.</i>		

Guiding question	Definition and guidance on the role of the principal	Professional learning for principals
What is the proposed timeline for these action steps?		
Describe early wins in the development/implementation of this work.		
What do you expect will be challenges in development/implementation? How will your team address these challenges?		
What supports or resources are essential for development/implementation?		

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