

University of
La Verne

**Mentor
Handbook**



La Fetra College of Education
Educational Leadership

Thank you for your willingness to mentor the prospective educational leader that has provided you with this information. We believe that your role is vital in guiding this future leader on a successful path. Please contact us with any questions.

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Program Goals

- Develop intellectual leaders who are critical consumers of research, and rely upon high quality research to drive educational decisions and lead others to do so.
- Develop reflective leaders dedicated to working collaboratively to improve the instructional program for greater student achievement.
- Develop emotionally intelligent leaders who value the importance of building a school site team of administrators, classroom teachers, students, parents, and the community, working together for the benefit of the students.
- Integrate course work and field experiences that are directly linked to the responsibilities of effective school leaders. Assignments strive to be rigorous, relevant, and directly connected to the real work of school leadership.

Program Standards

California Administrator Performance Expectations and
California Administrator Content Expectations

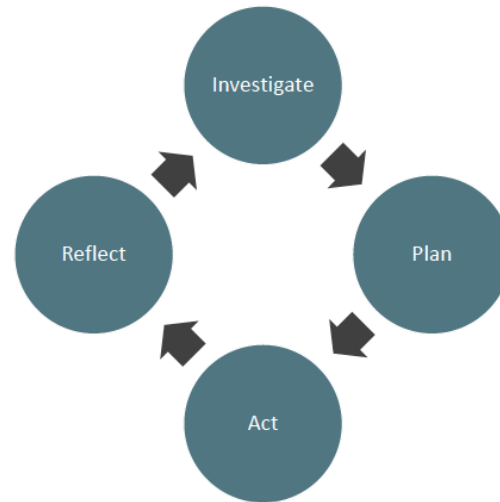
<http://www.ctcexams.nesinc.com/Content/Docs/2017-cape-and-cace.pdf>

CalAPA

All candidates for the administrative services credential must now complete the California Administrator Performance Assessment (CalAPA).

CalAPA Structure: Three Leadership Cycles

- Leadership Cycle 1: Analyzing Data to Inform School Improvement and Promote Equity
- Leadership Cycle 2: Facilitating Communities of Practice
- Leadership Cycle 3: Supporting Teacher Growth



CalAPA
California Administrator
Performance Assessment

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1900 Capital Avenue, Sacramento, CA 95811

CalAPA

To complete the CalAPA, your prospective school leader will need to access school data, faculty, and classrooms to practice and demonstrate the full range of expected leadership skills, and to document their performance with educators through annotated video, reflective writing, and other supporting materials.

Please review the letter from CTC with more information, found [here](#).

CalAPA

Leadership Cycle 1: Analyzing Data to Inform School Improvement & Promote Equity

- Analyze multiple sources of school data for the purpose of identifying equity gaps
- Draft a plan for equitable improvement aligned with school's vision, mission, and goals
- Collect and analyze multiple sources of longitudinal quantitative and qualitative data
- Conduct an equity gap analysis to identify potential causal factors
- Formulate a problem statement defining a specific area of educational need related to equity
- Reflect on learning throughout the inquiry

CalAPA

Leadership Cycle 2: Facilitating Communities of Practice

- Facilitate collaborative professional learning within a community of practice for the purpose of improving teaching and student learning
- Identify and work with a small group of educators to target a problem of practice and select an approach for working together
- Identify an evidence-based strategy to that will strengthen and increase equitable learning and/or well-being for all students
- Facilitate meetings with the group
- Collaboratively lead the professional learning of the community of practice
- Reflect on how facilitation supports the group to address the problem of practice and how he/she responded to feedback on facilitation

CalAPA

Leadership Cycle 3: Supporting Teacher Growth

- Coach a volunteer teacher to strengthen teaching practices and improve student learning and/or well-being
- Become familiar with coaching and observation practices at the school
- Conduct a full coaching cycle, including a pre-observation meeting, a focused classroom observation to collect CSTP-related evidence of practice, and a post-observation meeting
- Reflect on strengths and areas for professional growth as a coach and an equity minded leader

Supporting Your Candidate

You have the potential to support your candidate as a powerful model and professional mentor. Your support should include:

- Participation in a wide range of school leadership experiences
- Access to data, resources, and information needed to perform leadership responsibilities (including the CalAPA).
- Candid conversations about the challenges you face, as well as the rewards from overcoming obstacles.
- Active listening to support candidate's reflection as they grow.

Effective Mentors...

- Ask the right questions of beginning administrators, not just provide the right answers all the time.
- Show a caring attitude, a belief in the candidate's potential, flexibility, and a sense of humor.
- Have the courage to communicate in a sensitive way the type of feedback that is needed regarding another's progress toward desired goals, standards, competence, and professional behavior
- Has the willingness to invest time and energy in the professional development of their colleagues.
- Believes that mentoring is a mutually enhancing professional development opportunity in which both partners will achieve equal satisfaction from the mentor/mentee relationship.

**Adapted for the Denver Principal Residency Handbook.

Effective Mentors...

- Model appropriate relationships with stakeholders of the school community and explain rationale for actions.
- Explain implementation of legal mandates, board policies, contract issues, school programs, and committees.
- Demonstrate instructional support strategies (instructional planning, parent conferences, professional development, etc.) used in the supervision of instruction and discuss research-based rationale.
- Explain budget procedures and provide opportunities for candidate to develop budgets based on identified instructional needs.
- Model learning walks and classroom visitations, both formal and informal.
- Provide knowledge, skills, and information that will support continued development of the candidate.

Thank you!

We believe that your role is vital in guiding this future leader on a successful path.

Please click [here](#) to complete a brief survey (less than 5 minutes) and register as the mentor for your candidate.