

# **GLOUCESTER CITY SCHOOL DISTRICT**

District Mentoring Plan  
2017-2018 Updated

May 2017

**District Mentoring Plan Checklist**

Required ✓	Components of Mentoring Plan Checklist	Included ✓
✓	Title Page	✓
✓	Table of Contents	✓
	<b>Section 1: District Profile</b>	
✓	• District Profile Sheet	✓
✓	• Mentoring Plan Signoff Sheet	✓
✓	• Board of Education Approval Form	✓
	<b>Section 2: Needs Assessment</b>	
✓	• Current assessment of mentoring for quality induction program	✓
✓	• Current needs of District Mentoring Plan	✓
	<b>Section 3: Vision and Goals</b>	
✓	• Mentoring Program Vision	✓
✓	• Mentoring Program Goals	✓
	<b>Section 4: Mentor Selection</b>	
✓	• Guidelines for selection of mentors	✓
✓	• Application process and criteria for selection of mentors	✓
✓	<b>Section 5: Roles and Responsibilities for Mentors</b>	✓
✓		✓
✓	<b>Section 6: Professional Learning Components for Mentors</b>	✓
✓	<b>Section 7: Professional Learning Components for Novice Teachers</b>	✓
✓	<b>Section 8: Action Plan for Implementation</b>	✓
✓	<b>Section 9: Resource Options Used</b>	✓
✓	<b>Section 10: Funding Resources</b>	✓
✓	<b>Section 11: Program Evaluation</b>	✓

## District Profile Sheet

The district profile sheet reflects the mentoring data from the 2017-2018 school year.

Name of District: **Gloucester City Public School District**

District Code: **1770** County Code: **07**

District Address: **520 Cumberland Street**  
**Gloucester City, New Jersey 08030**

Chief School Administrator: **Mr. Joseph G. Rafferty**

Mentoring Program Contact: **Elizabeth A. Curry, E.D.**

Mentoring Program Contact Phone: **856-456-7000 ext. 1550**

Mentoring Program Contact E-Mail: [lc Curry@gcsd.k12.nj.us](mailto:lc Curry@gcsd.k12.nj.us)

Type of District (check one):  K-5  K-6  K-12  7-12  9-12

Other (specify): **Pre-K – 12 and Program for Success**

Please provide the following information:

Number of novice teachers with a Certificate of Eligibility: **3**

Number of novice teachers with a Certificate of Eligibility with Advanced Standing: **9**

Number of novice special education teachers with a standard license: **7**

Number of teachers with a standard license: **186**

Number of Mentors: **21**

Identify the number of provisional novice teachers in the following areas:





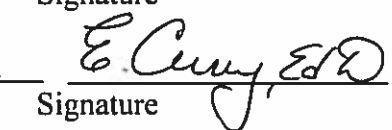
PreK-5: **4** 6-8: **5** 9-12: **3** Special education (all grades): **1**

**Mentoring Plan Signoff Sheet**

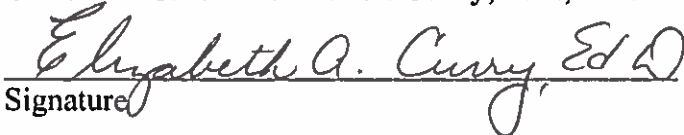
Name of District: **Gloucester City School District** Code: **1770**

County: **Camden** Code: **07**

Names of contributing members to the Mentoring Plan:

<u>Michelle Spaventa</u> Name (please print)	<u></u> Signature	<u>ELA Teacher/Coach</u> Position
<u>Nancy Fiorini</u> Name (please print)	<u></u> Signature	<u>District Cross-Curricular Coach</u> Position
<u>Sandy Baczewski</u> Name (please print)	<u></u> Signature	<u>Special Education Teacher/Coach</u> Position
<u>Deborah Harris</u> Name (please print)	<u></u> Signature	<u>Math Teacher/Coach</u> Position
<u>Elizabeth A. Curry Ed.D.</u> Name (please print)	<u></u> Signature	<u>Director of Curriculum and Instruction</u> Position

Contact Person: **Elizabeth A. Curry, E.D., Director of Curriculum and Instruction**

  
Signature

Phone: **856-456-7000 ext. 1550**

Fax: **856-432-7043**

Email: [lc Curry@gcsd.k12.nj.us](mailto:lc Curry@gcsd.k12.nj.us)

**District Board of Education Approval and Comment Form**

Date Plan Received \_\_\_\_\_  
 Date Plan Reviewed \_\_\_\_\_  
 Date Plan Returned for Revision \_\_\_\_\_  
 Date Plan Accepted \_\_\_\_\_

District: **Gloucester City Board of Education**

Code: **1770**

County: **Camden**

Code: **07**

	Completed		Comments
	Yes	No	
Section 1: District Profile			
a. District profile sheet	√		
b. Mentoring Plan signoff sheet	√		
c. Board of Education approval			
Section 2: Needs Assessment			
a. Current assessment of mentoring program	√		
b. Current needs of district mentoring plan			
Section 3: Vision and Goals			
a. Mentoring program vision	√		
b. Mentoring program goals			
Section 4: Mentor Selection			
a. Guidelines for selection of Mentors			
b. Application process and criteria for selection of mentors	√		
Section 5: Roles and Responsibilities	√		
Section 6: Professional Learning Components For Mentors	√		
Section 7: Professional Learning Components For Novice Teachers	√		
Section 8: Action Plan for Implementation	√		
Section 9: Resource Options Used	√		
Section 10: Funding Resources	√		
Section 11: Program Evaluation	√		

### **Current Assessment of the Mentoring Plan for Quality Induction**

The Gloucester City School District mentoring program for the 2017-2018 school year included 21 mentor/novice teacher teams, 19 of the mentor/novice teacher teams started in September, one started in December and the other in February. Three teams are scheduled to complete the mentoring program in 2018: the two that started after September 2017 and one maternity leave.

There were seven mentor/novice pairs at Cold Springs School (PreK-3). The pairs included one CST team and six general education teams. Two of the general education teams need to finish the program next year because they started after September 2017.

At Mary Ethel Costello School (4-6), there were eight mentor/novice pairs: two CST, two Speech/Language and four general education teams. One of the Speech/Language teams needs to finish the program next year because of maternity leave.

At Gloucester City Jr/Sr High School (7-12), there were six mentor/novice teams: two math, one science, one social studies, one English and one media specialist. All district teams remained intact throughout the school year and attended the scheduled, formal training sessions. Each mentor and novice teacher completed the district forms for confidentiality, monthly reports regarding topics discussed and workshop evaluation forms.

Gloucester City School District assesses the mentoring goals through lesson plan notations, the observation of growth in classroom management skills and instructional strategies employed from the beginning of the school year to the end. We will continue to use the data from previous years to help refine our mentoring program. In addition, we will use the application process that aligns with the state regulations to select mentors, reference New Jersey Student Learning Standards, NJ Professional Standards for Teachers and the elements of ESSA as we establish the learning components of the mentoring program for mentors and novice teachers.

### **Current Needs of District Mentoring Plan**

Based on end of year Mentor/Mentee Survey results, most mentor and novice teachers felt that the program was worthwhile and that participation the program allowed them to build meaningful relationships and collaborate professionally. Both mentors and novice teachers identified that it was difficult to communicate effectively if they did not work in the same building. Both groups also requested additional time for peer observations, feedback and reflection.

**Self-Assessment Tool for District Mentoring Plan**

<b>District-wide Planning Process</b>	<b>Yes</b>	<b>No</b>	<b>Partially</b>
<ul style="list-style-type: none"> <li>Has our district engaged a broad-based group of teachers and school leaders, including representation from teacher associations, to develop a mentoring plan aligned with state regulations?</li> </ul>	√		
<ul style="list-style-type: none"> <li>Is the mentoring plan monitored for implementation and is feedback used to adjust and make improvements?</li> </ul>	√		
<b>Criteria-based Selection and Matching of Mentors</b>	<b>Yes</b>	<b>No</b>	<b>Partially</b>
<ul style="list-style-type: none"> <li>Does our district mentoring plan include at least the criteria for mentor selection in state regulations?</li> </ul>	√		
<ul style="list-style-type: none"> <li>Are mentors selected based on the criteria stated in the regulations?</li> </ul>	√		
<ul style="list-style-type: none"> <li>Does our district have criteria for matching mentors and novice teachers?</li> </ul>	√		
<ul style="list-style-type: none"> <li>Are the matches between mentors and novice teachers based on criteria stated in the mentoring plan?</li> </ul>	√		
<b>Mentor Services</b>	<b>Yes</b>	<b>No</b>	<b>Partially</b>
<ul style="list-style-type: none"> <li>Do mentors receive training in the skills of conferencing and feedback?</li> </ul>	√		
<ul style="list-style-type: none"> <li>Do mentors receive training in the skills of providing support in areas of curriculum, instruction, and assessment?</li> </ul>	√		
<ul style="list-style-type: none"> <li>Is there a specified expectation regarding the frequency of interactions (conferences, observations) between the mentor and novice teacher?</li> </ul>	√		
<b>Novice Teacher Services</b>	<b>Yes</b>	<b>No</b>	<b>Partially</b>
<ul style="list-style-type: none"> <li>Do the novice teachers in the district participate in professional development activities (on topics such as classroom management, parent communication, diversity, lesson planning) that are specifically tailored to meet the needs of novice teachers?</li> </ul>	√		

**Self-Assessment Tool for District Mentoring Plan (Continued)**

<b>Novice Teacher Services (Continued)</b>	<b>Yes</b>	<b>No</b>	<b>Partially</b>
<ul style="list-style-type: none"> <li>• Are novice teachers brought together regularly during the year for networking opportunities?</li> </ul>	√		
<ul style="list-style-type: none"> <li>• Are novice teachers given time and support to observe their mentors and other colleagues and to be observed by their mentors and other teachers?</li> </ul>	√		
<b>School Leader Services</b>	<b>Yes</b>	<b>No</b>	<b>Partially</b>
<ul style="list-style-type: none"> <li>• Do school leaders model a range of ways to support novice teachers at their schools?</li> </ul>	√		
<ul style="list-style-type: none"> <li>• Do school leaders use a wide range of approaches to engage all staff in supporting novice teachers?</li> </ul>	√		
<ul style="list-style-type: none"> <li>• Do school leaders use supervision and evaluation as a growth-oriented experience for novice teachers aligned with the New Jersey Professional Standards for Teachers?</li> </ul>	√		
<b>District Board of Education and Community</b>	<b>Yes</b>	<b>No</b>	<b>Partially</b>
<ul style="list-style-type: none"> <li>• Do all district staff and parents know that there is a rigorous mentoring for quality induction program in the schools to support novice and veteran teachers for professional growth aligned with New Jersey Professional Standards for Teachers?</li> </ul>	√		
<ul style="list-style-type: none"> <li>• Is the community invited to support district efforts to nurture novice teachers?</li> </ul>	√		
<b>On-going Program Evaluation</b>	<b>Yes</b>	<b>No</b>	<b>Partially</b>
<ul style="list-style-type: none"> <li>• Is the mentoring program assessed (process/formative evaluation) for quality as an induction program on an ongoing basis?</li> </ul>	√		
<ul style="list-style-type: none"> <li>• Is outcome/summative information gathered on the impact of the mentoring program for quality induction program and is this information shared with staff and community?</li> </ul>	√		



## **Section 3: Vision and Goals**

### **MISSION STATEMENT**

“The educational process of the Gloucester City Public School District is the embodiment of visionary leadership, involved community, and individual needs. It will be characterized by a holistic approach, by technological innovation, and by the development of socially responsible citizens. All students in the Gloucester City School District will be able to demonstrate the skills as outlined in the New Jersey Student Learning Standards. The students of Gloucester City Schools will become contributing members of a changing economy and be prepared and committed to lifelong learning.”

### **EDUCATIONAL OUTCOME GOALS**

As a base for our educational program and in accordance with the requirements of the State and Board of Education of Gloucester City, the following consultation with teaching staff members, pupils, parents and the other residents of this district adopts the following educational outcome goals for every pupil:

1. Will develop skills in reading, speaking, listening and mathematics.
2. Will develop self-respect and practice humanistic relationships in an environment of compassion and mutual respect.
3. Will learn how to research, examine, and use information.
4. Will acquire job entry-level skills and/or preparation necessary for further education, employment, and success as a producer/consumer.
5. Will understand and apply principles of health and safety, and demonstrate awareness of world health programs and communicable diseases.
6. Will acquire positive attitudes toward people of different cultural and ethnic backgrounds.
7. Will strive to appreciate various forms of art, music, literature and drama.
8. Will practice good citizenship and sportsmanship in all competitive activities.
9. Will develop technological skills needed to compete in a rapidly changing technological society.
10. Will enjoy the process of learning and acquire the skills necessary for a lifetime of continuous learning and adaptation to change.

**GOALS OF MENTORING PROGRAM (96A: 9-8.4)**

1. To enhance teacher knowledge of instructional strategies related to the New Jersey Student Learning Standards in order to facilitate student achievement.
2. To identify exemplary teaching skills and educational practices necessary to acquire and maintain excellence in teaching.
3. To assist novice teachers in the performance of their duties and adjustment to the challenges of teaching.

The Gloucester City School District aligned the above goals with the New Jersey Professional Standards for Teachers, the ESSA Key Elements of High Quality Professional Development, and state regulations.

The Gloucester City District Mentoring Plan complies with the State of New Jersey's requirement for the 20-day mentoring process for alternate route teachers. (See Section 7)

***Mentoring Program Goals***

<i><b>Goal</b></i>	<i><b>NJ Professional Standards for Teachers</b></i>	<i><b>NCLB Key Elements</b></i>	<i><b>Measure of Progress Indicators</b></i>
To enhance knowledge of instructional strategies related to the NJSLS in order to facilitate student achievement.	1, 2, 3, 4, 5, 6, 7, 8, 9,	1, 2, 3, 4, 5, 6, 7, 8	<ul style="list-style-type: none"> <li>• Teacher lesson plans</li> <li>• Observations</li> <li>• Student assessments</li> </ul>
To identify exemplary teaching skills and educational practices necessary to acquire and maintain excellence in teaching.	1, 2, 3, 5, 6, 7, 8, 9, 10	1, 2, 3, 4, 5, 6, 7, 8	<ul style="list-style-type: none"> <li>• Teacher lesson plans</li> <li>• Observations</li> <li>• Student assessments</li> </ul>
To assist novice teachers in the performance of their duties and adjustment to the challenges of teaching.	6, 7, 8, 9, 10, 11	1, 2, 3, 4, 5, 6, 7, 8	<ul style="list-style-type: none"> <li>• Completed/submitted forms</li> <li>• Grade book</li> <li>• MMS</li> <li>• Observation</li> <li>• Reports</li> </ul>

## Section 4: Mentor Selection Criteria (6A: 9-8.4)

### I. Guidelines for Selection of Mentors

#### A. Qualities of Effective Mentors

The qualities of effective mentors as identified by participants in mentoring programs nationwide may be organized into four general categories: attitude and character, professional competence and experience, communication skills, and interpersonal skills. Together with willingness to serve and the recommendations of colleagues, these characteristics comprise an inventory of the qualities of effective mentors.

##### 1. Attitude and Character

*The mentor should:*

- a. be willing to be a role model for other teachers.
- b. exhibit strong commitment to the teaching profession.
- c. believe mentoring improves instructional practice.
- d. be willing to advocate on behalf of colleagues.
- e. be willing to receive training to improve mentoring skills.
- f. demonstrate a commitment to lifelong learning.
- g. be reflective and able to learn from mistakes.
- h. be eager to share information and ideas with colleagues.
- i. be resilient, flexible, persistent, and open-minded.
- j. enjoy new challenges and solving problems.

##### 2. Professional Competence and Experience

*The mentor should:*

- a. be regarded by colleagues as an outstanding teacher.
- b. have excellent knowledge of pedagogy and subject matter.
- c. have confidence in his/her own instructional skills.
- d. feel comfortable being observed by other teachers.
- e. maintain a network of professional contacts.
- f. understand the policies and procedures of the school district and teachers' association.
- g. be a meticulous observer of classroom practice.
- h. collaborate well with other teachers and administrators.
- i. be willing to learn new teaching strategies from novices.

##### 3. Communication Skills

*The mentor should:*

- a. be able to articulate effective instructional strategies.
- b. listen attentively.
- c. ask questions that prompt reflection and understanding.
- d. offer critiques in positive and productive ways.
- e. use e-mail effectively.
- f. be efficient with the use of time.
- g. convey enthusiasm and a passion for teaching.
- h. be discreet and maintain confidentiality.

## Qualities of Effective Mentors (Continued)

### 4. Interpersonal Skills

*The mentor should:*

- a. be able to maintain a trusting professional relationship.
- b. know how to express care for a novice's emotional and professional needs.
- c. be attentive to sensitive political issues.
- d. work well with individuals from different cultures.
- e. be patient.

## B. Eligibility Requirements for Mentor Teachers

The eligibility of teachers applying to serve as mentor teachers is based on criteria, which includes the following:

1. The teacher is tenured in the district and actively teaching; or in the event that such a teacher is unavailable, a certified teacher with at least three years of experience who is actively teaching in the district or a retired teacher or administrator that has worked two of the last five years may serve as a mentor teacher. Training will be provided in current educational practices for the retired teachers or administrators.
2. The teacher is committed to the goals of the local mentor program plan including respect for the confidential nature of the mentor teacher/novice teacher relationships.
3. The teacher has demonstrated exemplary command of content area knowledge and of pedagogy.
4. The teacher is experienced and certified in the subject area in which the novice teacher is teaching, where possible.
5. The teacher is knowledgeable about the social and workplace norms of the district board of education and the community the district board of education serves.
6. The teacher is knowledgeable about the resources and opportunities in the district and able to refer the novice teacher to them.
7. The teacher provides letters of recommendation as determined by the district mentor plan from those who are familiar with the mentor teacher applicant's work.
8. The teacher agrees to complete a comprehensive mentor-training program.

## **II. Application Process**

- A. Mentor Teacher Candidate Completes Self-Survey Form
- B. Mentor Teacher Candidate Completes and Submits Application
- C. Application Reviewed by Appropriate Administrators
- D. Mentor Applicants are confirmed/denied
- E. Mentor Teacher Paired with Novice Teacher
- F. Mentor, Novice, and Principal meet to sign mentoring contract

**Application to be a Mentor Teacher in the Gloucester City School District**

***Part A: Mentor Teacher Application***

I am interested in being considered for the position of a mentor teacher in the district's mentoring for quality induction program. I understand that the role of a mentor is critical to the success of a novice teacher and ultimately the key to student performance.

Name: \_\_\_\_\_

1. What specific personal and professional qualities would you bring to mentoring a novice teacher?
  
  
  
  
  
  
  
  
  
  
2. How are you at keeping current with your own professional development? What steps are you taking to be up to date on issues of curriculum and assessment?
  
  
  
  
  
  
  
  
  
  
3. What do you hope to gain by becoming a mentor?

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

***Part B. For Office Use Only***

Comments:

Please note: All mentors are expected to touch base with the novice teacher on a daily basis and to meet formally at least once a week to discuss progress and strategies. Mentors must also attend district training programs as outlined by the district plan.

***Part C. For Principal's Mentor-Novice Teacher Match***

School: \_\_\_\_\_ Principal's Name: \_\_\_\_\_

I have selected \_\_\_\_\_ who currently holds the position of \_\_\_\_\_  
(name of mentor)  
\_\_\_\_\_ to serve as mentor teacher to \_\_\_\_\_  
(subject/grade level) (name of novice teacher)  
who has been appointed to the position of \_\_\_\_\_  
(subject/grade level)

Principal's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

## Mentoring Contract

The mentoring contract brings together the mentor, the novice teacher, and the principal and spells out each person's responsibilities. When each person's responsibilities are faithfully discharged, children's education will be substantially enhanced. In addition, the experienced professionals, the mentor and the principal, make it clear that the novice teacher is a colleague, and that collegial relationship strengthens the education of the novice teacher's students.

*The mentor and the novice teacher hereby agree:*

- to develop a professional and collegial working relationship by discussion of expectations and by arriving at a mutual understanding about how to work together effectively.
- to keep all shared information and discussions confidential.

*The mentor hereby agrees:*

- to review the background of the novice teacher to provide the type and support indicated by this background.
- to attend all of the novice teacher's classes and provide the novice teacher with feedback, coaching, and support.
- to be available for informal support and consultation.

*The novice teacher hereby agrees:*

- to observe the mentor's teaching, as well as the teaching of other experienced professionals.
- to work on following the suggestions which the mentor makes.
- to seek of the mentor for answers to questions that may arise.
- to pay the state mandated mentoring fee.

*The principal hereby agrees:*

- to observe and evaluate the novice teacher.
- to provide support to both the mentor and the novice teacher.
- not to solicit evaluative comments from the mentor regarding the novice teacher.
- to allow the mentor up to five periods of release time to observe the novice teacher, if needed.
- to allow release time for the novice teacher to observe other teachers.

*All the signers agree:*

- To follow the New Jersey regulations for mentoring aligned with the NJ Professional Standards for Teachers as outlined in the district mentoring for quality induction program.

\_\_\_\_\_  
Mentor

\_\_\_\_\_  
Date

\_\_\_\_\_  
Novice Teacher

\_\_\_\_\_  
Date

\_\_\_\_\_  
Principal

\_\_\_\_\_  
Date

**Self-Survey: Should I become a Mentor?**

	<b><u>Statement</u></b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
1.	I see myself as being people-oriented. I enjoy working with other professionals.					
2.	I am a good listener and respect my colleagues.					
3.	I am sensitive to the needs and feelings of others					
4.	I recognize when others need support or independence.					
5.	I want to contribute to the professional development of others and share what I have learned.					
6.	I am willing to find reward in service to someone who needs my assistance.					
7.	I am able to support and help without smothering, parenting, or taking charge.					
8.	I see myself as willing to adjust my schedule to meet the needs of others.					
9.	I usually am patient and tolerant when teaching someone.					
10.	I am confident, secure in my knowledge, and try to remain up-to-date.					
11.	I enjoy the subject(s) I teach.					
12.	I set high standards for my students and for myself.					
13.	I use a variety of teaching methods, and my students achieve well.					
14.	Others look to me for information about subject matter and methods of teaching.					
15.	Overall, I see myself as a competent professional.					
16.	I am able to offer assistance in areas that give others problems.					
17.	I am able to explain things at various levels of complexity and detail.					
18.	Others are interested in my professional ideas.					



## **ROLES AND RESPONSIBILITIES OF MENTORS**

All of the following roles and responsibilities are essential to ensure a successful experience for both the mentor and the novice teacher. The first five roles and responsibilities are required by the state regulations for mentoring.

### **State Regulations**

A mentor must:

- participate in sustained, ongoing mentor training;
- make a commitment of time to the mentor-novice relationship over the required one-year mentoring period;
- establish regular weekly conferencing times to discuss novice teacher needs, provide ongoing support, and plan and reflect on classroom practices aligned with the New Jersey Professional Standards for Teachers and the New Jersey Student Learning Standards;
- maintain confidentiality for all mentor-novice activities;
- contribute to ongoing program evaluation.
- participate in training related to the skills associated with conferencing and feedback.

### **Additional Recommendations for Mentoring Quality Induction**

A mentor should:

- assist the novice teacher in adjusting to, and becoming familiar with, the school culture, policy, procedures, resources, and personnel;
- meet, in person with their mentee, a minimum of two times per month.
- document mentoring activities and time;
- provide opportunities for the novice teacher to observe the mentor and other content experts;
- observe the novice teacher during the school year to provide feedback, teaching tips, guidance on curricular issues, and suggestions for classroom management
- be a model of professionalism;
- encourage the novice teacher to participate in collaborative professional learning activities, such as action research, team meetings, and reflective practice; and
- assist the novice teacher in understanding the importance of and receiving the benefits of the district's observation/evaluation procedures.

In addition to the mentor, other stakeholders will assist the novice teacher throughout the mentoring process. They are school leaders, other faculty members, the district board of education, the state board of education and professional educators associated with teaching universities. The table on the following page lists the responsibilities associated with each of these professionals.

**Responsibilities of Stakeholders in a Mentoring Program**

<b>Mentors</b>	<b>Novice Teacher</b>	<b>School Leaders</b>	<b>Other Faculty</b>	<b>School Boards</b>	<b>State D.O.E.</b>	<b>Prof. &amp; Ed. Res.</b>
Orient novice teachers to school, district, and community	Plan, teach, facilitate and evaluate progress of students in their own classrooms	Supervise and evaluate novice teachers	Serve on planning group	Establish policy to make mentoring of novice teachers one of the district's priorities	Establish mentoring program guidelines	Focus on reflection in pre-service training
Link novice teachers to resources	Participate in needs assessments	Facilitate faculty and community awareness	Serve on mentor selection committee	Ensure resources of program	Provide technical assistance to district	Serve on multi-constituency planning group
Provide systematic support to novice teachers	Visit mentor and other classroom teachers	Participate in orientation and training sessions	Encourage collegiality	Establish planning group	Coordinate and establish communication networks	Contract with district to provide training, evaluate program, coordinate action research
Help novice teachers to analyze teaching practice	Meet and conference with mentor on a regular basis	Develop schedules for release time, common time, observation & conferencing	Assist novice teachers as requested by mentors	Support a mentor coordinator position for the district	Link district to resources for implementation, evaluation, and revision	Provide content resources
Assist in professional development of novice teachers	Develop own professional development plan for the year	Meet with mentors and novice teachers at least twice per year	Help evaluate mentoring program	Evaluate long-term effectiveness for teacher selection process	Evaluate Mentoring for Quality Induction Initiative	
Attend all mentor training programs	Help evaluate mentoring program	Arrange professional activities		Review evaluation of mentoring program	Revise initiative	
Model continuing professional development and assist novice teachers in designing their own professional development plan	Assist in revision of program for next year	Establish collaborative relationships with colleges and universities				
Help evaluate mentoring program		Ensure and participate in program evaluation				
Assist in the development of program revisions for the next year	Facilitate revision of the program for next year					

**List of Professional Learning Components for Mentors**

The following schedule provides a list of the professional learning opportunities the district provides to train and support mentors. All opportunities are aligned with the New Jersey Professional Standards for Teachers, ESSA professional development requirements, and the New Jersey Professional Development Standards.

Month	Learning Opportunity	New Jersey Professional	ESSA Elements of High Quality Prof. Dev. for Teachers
September	Orientation to District Mentoring Plan * Roles, Responsibilities, Rules and Regulations * Review Required Curriculum	Standards 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11	Elements 1, 2, 3, 4, 5, 6, 7, 8
October	Professional & Home Connections * Forms & Communication * Conferencing Skills * Confidentiality	Standards 1, 2, 3, 6, 8, 9, 10, 11	Elements 1, 2, 3, 4, 5, 6, 7, 8
November	Special Education Law * Differentiated instruction * In-Class Support / Individual Education Plans / 504 Plans * State rules / regulations / policies	Standards 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11	Elements 1, 2, 3, 4, 5, 6, 7, 8
January	Data Analysis * Benchmark and State Assessments * Formative and Summative Assessments	Standards 6, 7, 8, 9, 10, 11	Elements 1, 2, 3, 4, 5, 6, 7, 8
February	ELA Across the Curriculum * Text Rendering * Writing Tasks	Standards 7, 8, 9, 10, 11	Elements 1, 2, 3, 4, 5, 6
March	Using Technology to Enhance Instruction * District online programs and available sites	Standards 2, 3, 5, 6, 8, 9, 10	Elements 1, 2, 3, 4, 5, 6, 7, 8
April	Math Across the Curriculum * Problem Solving * Abstract Reasoning	Standards 7, 8, 9, 10, 11	Elements 1, 2, 3, 4, 5, 6, 7, 8
May	* End of year responsibilities / procedures	Standards 2, 6, 9, 10	Elements 1, 2, 3, 5

**List of Professional Learning Components for Novice Teachers**

The following schedule provides a list of the professional learning opportunities the district provides to train and support novice teachers. All opportunities are aligned with the New Jersey Professional Standards for Teachers, ESSA professional development requirements, and the New Jersey Professional Development Standards.

Month	Learning Opportunity	New Jersey Professional Standards for Teachers	ESSA Elements of High Quality Prof. Dev. for Teachers
August	* 3-day orientation to school district & community (alternate route)	Standards 2, 4, 9, 10, 11	Elements 1, 2, 3, 4, 5, 6
September	Orientation to District Mentoring Plan * Roles, Responsibilities, Rules and Regulations * Review Required Curriculum	Standards 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11	Elements 1, 2, 3, 4, 5, 6, 7, 8
October	Professional & Home Connections * Forms & Communication * Conferencing Skills * Confidentiality	Standards 1, 2, 3, 6, 8, 9, 10, 11	Elements 1, 2, 3, 4, 5, 6, 7, 8
November	Special Education Law * Differentiated instruction * In-Class Support / Individual Education Plans / 504 Plans * State rules / regulations / policies	Standards 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11	Elements 1, 2, 3, 4, 5, 6, 7, 8
January	Data Analysis * Benchmark and State Assessments * Formative and Summative Assessments	Standards 6, 7, 8, 9, 10, 11	Elements 1, 2, 3, 4, 5, 6, 7, 8
February	ELA Across the Curriculum * Text Rendering * Writing Tasks	Standards 7, 8, 9, 10, 11	Elements 1, 2, 3, 4, 5, 6
March	Using Technology to Enhance Instruction * District online programs and available sites	Standards 2, 3, 5, 6, 8, 9, 10	Elements 1, 2, 3, 4, 5, 6, 7, 8
April	Math Across the Curriculum * Problem Solving * Abstract Reasoning	Standards 7, 8, 9, 10, 11	Elements 1, 2, 3, 4, 5, 6, 7, 8
May	* End of year responsibilities / procedures	Standards 2, 6, 9, 10	Elements 1, 2, 3, 5

### **Mentoring Process for Alternative Route Teachers**

For those teachers who have completed Phase 1A of a regional training program prior to the start of their employment, 70 hours of professional learning opportunities will be provided:

- Monthly mentoring meetings designed to cover specific topics including, but not limited to, a review of the following: roles, responsibilities, rules and regulations regarding mentoring; the New Jersey Professional Standards for Teachers; peer observations and peer coaching; professional and home connections such as forms, communication, conferencing skills, confidentiality; differentiated instruction; standards, assessments, and rubrics; testing; and technology.
- Dependent upon grade level, teachers will review lesson planning, setting goals, meeting objectives, and program components with coaches, grade-level leaders, department heads, and/or administrators.
- Regularly scheduled interaction with mentor – one hour per week.
- Observation of veteran teachers (a minimum of one per marking period).
- Mentor to observe novice teacher and provide feedback (a minimum of three times per year).
- Meetings with support personnel to gain an overview of available services within the district. This includes: Child Study Team, Guidance, Nurse, Curriculum Director, various administrators, member of the Intervention and Referral Services Team, and other appropriate individuals dependent upon supports available in the building.
- Meeting with building disciplinarian to review district policy.
- Content area, curriculum, and curriculum mapping training as needed.
- Participation in district in-service activities relative to grade level and content area.
- Informal conferencing with mentor.
- Technology training including, but not limited to, the use of on-line curriculum site, student testing data information, district web page, creation of teacher page and available classroom technology.

For those teachers who have not completed Phase 1A of a regional training program the following experiences will be added to the above-mentioned professional learning opportunities:

- Summer introductory in-service activities (3 days)
- Content area program/curriculum training
- District and state assessment training
- Orientation with building principal

The above learning components, utilized during novice training by the Gloucester City School District, meet the guidelines for ESSA, the New Jersey Professional Standards for Teachers and are aligned with the New Jersey Student Learning Standards.

### **Action Plan for Implementation**

Based on data collected from monthly evaluation forms, the district mentor reports and evaluation of the mentoring program by novice and mentors, the following action plan for implementation has been developed and will be implemented. Ongoing evaluation will continue and the program will be adjusted if needed to better meet the needs of new teachers.

**GLOUCESTER CITY SCHOOL DISTRICT**  
**Gloucester City, New Jersey 08030**

**Novice Teacher Training for First-Year Teachers**

Level: All

Year: 2017-2018

Topic	Staff to be Serviced	Date/Location	Resources & Materials	Activity	Evaluation Strategy	Person Responsible	Goal
New Staff Orientation	Novice Teachers	August GHS Media Center	Administrative/School Handbooks	Orientation Workshops	District Evaluation Form	Administration & District Coaches	1, 2, 3
Introduction To Mentoring	Novice Teachers & Mentors	September GHS Media Center	District Mentoring Handbook	Workshop	District Evaluation Form	Director of Curriculum and Instruction	2, 3
Home and School Connections / Parent Involvement	Novice Teachers & Mentors	October GHS Media Center	Informational Packets / Professional Materials	Workshop	District Evaluation Form	Superintendent	2, 3
Roles and Responsibilities of Educators Under Special Education Law	Novice Teachers & Mentors	November GHS Media Center	Information Packets / Professional Materials	Workshop	District Evaluation Form	Director of Special Services	1, 2, 3
Classroom Management	Novice Teachers & Mentors	December GHS Media Center	Information Packets / Professional Materials	Workshop	District Evaluation Form	District Coach	2, 3
Data Analysis	Novice Teachers & Mentors	January GHS Media Center	Information Packets / Professional Materials	Workshop	District Evaluation Form	District Coach	1, 2
English Language Arts Across The Curriculum	Novice Teachers & Mentors	February GHS Media Center	Information Packets / Professional Materials	Workshop	District Evaluation Form	District Coach	1, 2
Using Technology To Support And Enhance Instruction	Novice Teachers & Mentors	March GHS Media Center	Information Packets / Professional Materials	Workshop	District Evaluation Form	Director of Technology	1, 2
Mathematics Across The Curriculum	Novice Teachers & Mentors	April GHS Media Center	Information Packets / Professional Materials	Workshop	District Evaluation Form	District Coach	1, 2
Evaluation Of Mentoring Program (Wrap-Up)	Novice Teachers & Mentors	May GHS Media Center	Evaluation of Mentoring Program by Novice and Mentor Teachers	Workshop	District Evaluation Form	Director of Curriculum and Instruction	2, 3
Mentor / Novice Teacher Meetings	Novice Teachers & Mentors	Twice Monthly Throughout School Year	Mentor Report	Discussions Monthly Reports	End-Of-Year Final Evaluation	Mentors / Novice Teachers	1, 2, 3
Informal Peer To Peer, Mentor, Novice Teacher Observation	Novice Teachers & Mentors	Classroom / Ongoing Throughout School Year	None	Observation and Follow Up Conference	End-Of-Year Evaluation	Mentors / Novice Teachers	1, 2, 3

## Resource Options Used

District resources that will be used to support the implementation of the local mentoring plan include the following:

- Mentor / Novice Teacher reciprocal observations
- Internet resources
- Published resources
- Substitute coverage
- Training providers

<b>Learning Opportunity</b>	<b>Resources Required</b>
Orientation to District Mentoring Plan * Roles, Responsibilities, Rules and Regulations * Review Required Curriculum	OnCourse curriculum, mentoring plan and contract, related forms
Professional & Home Connections * Forms & Communication * Conferencing Skills * Confidentiality	District forms, handbooks, supporting articles, release time
Special Education Law * Differentiated instruction * In-Class Support / Individual Education Plans / 504 Plans * State rules / regulations / policies	Sample IEPs and 504 plans, differentiated instruction models, planning time, release time
Data Analysis * Benchmark and State Assessments * Formative and Summative Assessments	Sample student data, LinkIt!, supported research materials, planning time, release time
Classroom Management * Student engagement * Establish routines	Student engagement activities and research, classroom rules and routines, release time, planning time
ELA Across the Curriculum * Text Rendering * Writing Tasks	NJSLS, Evidence Tables, related materials, planning time, release time
Using Technology to Enhance Instruction * District online programs and available sites	Computer lab, Google Docs, related internet sites, planning time, release time
Math Across the Curriculum * Problem Solving * Abstract Reasoning * End of year responsibilities / procedures	NJSLS, Evidence Tables, related forms, planning time, release time  Evaluation forms, Professional Development Plans, related materials



## **Funding Resources**

Gloucester City School District allocates sufficient personnel time and fiscal resources to enable the mentoring for quality induction programs to deliver planned services that maximize novice teacher success. In addition to ESSA funds, the district will provide additional funding as needed, to support the successful implementation of the mentor program.

## **Ongoing Evaluation**

Evaluation of the district mentoring plan is ongoing. After each formal professional development activity participants complete a workshop evaluation form. Regularly scheduled small group discussion meetings of teachers will support the new strategies, techniques and their implementation in the instructional setting. Instructional Coaches will provide additional support in the form of modeling, team teaching and peer observations. Administration will monitor the staff's progress through discussions, observations, and evaluations.

To further evaluate the mentoring program, an on-line survey for data collection and tabulation will be administered to ensure that every staff member has the opportunity to be an active participant in setting our district's goals for mentoring. Additional feedback will come directly from the novice and mentor teachers utilizing separate questionnaires that focus directly on the activities and learning programs used throughout the year.

Preparation for next year's plan for mentoring will reflect the continued focus and refinement of the current model. All staff maintain an on-line professional development portfolio; this serves as the foundation for reflection of past activities and a view to future professional development. Utilizing research-based methods and data provided by current mentoring components and student assessment, informed decisions will be made for future mentor professional development based upon challenges that arose during this year's plan.

## NOVICE TEACHER QUESTIONNAIRE

We would like to gather some information from you that will help us improve our mentoring program. Responses of novice teachers and mentors will be shared with you in the form of aggregated data.

### Directions:

Please read each question carefully. Respond by checking "yes" or "no" or by writing your answer in the space provided. Please return your completed questionnaire to the Curriculum and Instruction Office.

1. If you were going to mentor a novice teacher, what would you do to build a trusting, professional relationship with him or her?

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2. Did you and your mentor find time to meet?                      yes      no  
If yes, how did you manage this? \_\_\_\_\_

3. In a typical week, how many times did you meet with your mentor? \_\_\_\_\_ times

4. Did you meet at (please check all that apply):  
a specified time              as needed              other (please specify) \_\_\_\_\_

5. How many times did you observe your mentor in a typical month? \_\_\_\_\_ times

6. How many times did you observe other faculty members in a typical month?  
\_\_\_\_\_ times

7. How many times did your mentor observe you in a typical month? \_\_\_\_\_ times

8. Did you discuss these observations?      yes      no.      If yes, how did you find the time?

9. Did you conduct an action research project in your classroom this year?      yes      no  
If yes, please describe.

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**NOVICE TEACHER QUESTIONNAIRE (cont.)**  
**OPEN-ENDED QUESTIONS**

1. The biggest challenge that I had this year was ...

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2. During this first year, I wish I had known...

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3. One problem that I could not handle was...

---

4. One benefit of having a mentor was...

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5. The most important thing I learned from my mentor was...

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6. If I was a mentor and had a novice teacher, I would be sure to...

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7. If I were to design a mentor training program, I would emphasize...

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*Thank you for your assistance.*

## MENTOR QUESTIONNAIRE

We would like to gather some information from you that will help us improve our mentoring program. Your response, in the form of aggregated data, will be shared with you and your colleagues.

### Directions:

Please read each question carefully. Respond by checking "yes" or "no" or by writing your answer in the space provided. Please return your completed questionnaire to the Curriculum and Instruction Office.

### My Role as a Mentor and the Support Received from Others

1. How many years have you been a mentor? \_\_\_\_\_ years
  
2. What individuals, activities, or readings were most helpful in enabling you to understand your role as a mentor?
  - Individuals: \_\_\_\_\_
  - Activities: \_\_\_\_\_
  - Readings: \_\_\_\_\_
  
3. What other activities did/might assist you in gaining this understanding?  
\_\_\_\_\_  
\_\_\_\_\_
  
4. What kinds of administrative support were most valuable in helping you to fulfill your role?  
\_\_\_\_\_  
\_\_\_\_\_
  
5. Which types of administrative support were not as valuable?  
\_\_\_\_\_  
\_\_\_\_\_
  
6. How many times did you observe the novice teacher? \_\_\_\_\_ times
  
7. How many times did your novice teacher observe you in a typical month? \_\_\_\_\_ times
  
8. To your knowledge, how many times did your novice teacher observe other faculty members teaching in a typical month? \_\_\_\_\_ times
  
9. What resources did you guide you novice teacher to use?

**MENTOR QUESTIONNAIRE (continued)**

10. Please describe any strategies you employ to find time to meet with your novice teacher.

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11. Please describe any strategies you believe the district should employ to facilitate finding time with your novice teacher.

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12. Please describe any strategies you use that are effective in building a collegial relationship with your novice teacher.

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**Open-Ended Questions**

13. One real benefit of being a mentor was...

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14. The biggest challenge that I had this year as a mentor was...

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15. As a mentor, I wish I had known...

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16. If I were to give advice to a new mentor, it would be...

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17. The most important thing I learned from my novice teacher was...

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18. One problem that my novice teacher had that I could not handle was...

---

19. If I were to design a mentor training program, I would emphasize...

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## Evaluation of Mentoring Program by Novice Teachers

**Part A. Please choose the response for each item that most closely indicates your level of agreement with the following statements.**

Possible Responses:

- A. Strongly agree
- B. Agree
- C. Agree somewhat
- D. Disagree
- E. Strongly disagree

- \_\_\_ 1. I understood what was expected of me as a novice teacher
- \_\_\_ 2. I communicated often with my mentor
- \_\_\_ 3. My mentor was helpful in planning lessons
- \_\_\_ 4. I felt personally supported by my mentor
- \_\_\_ 5. My mentor observed lessons and provided feedback on my teaching
- \_\_\_ 6. I felt prepared to work with parents
- \_\_\_ 7. I became part of the school culture
- \_\_\_ 8. I received adequate assistance in securing needed resources
- \_\_\_ 9. I improved my classroom management
- \_\_\_ 10. I improved my teaching
- \_\_\_ 11. I felt supported by the program coordinator
- \_\_\_ 12. My mentor and I had ample time together
- \_\_\_ 13. I am glad I was part of this mentoring program

**Part B. Please respond to the following items:**

14. As a novice teacher, what needs (if any) did you have that were not addressed by the mentoring program?

15. What types of additional support should the school district provide to novice teachers?

## Evaluation of Mentoring Program by Mentors

**Part A: Please choose the response for each item that most closely indicates your level of agreement with the following statement.**

Possible Responses:

- F. Strongly Agree
- G. Agree
- H. Agree somewhat
- I. Disagree
- J. Strongly disagree

- \_\_\_ 1. I understood what was expected of me as a mentor
- \_\_\_ 2. I communicated often with my novice teacher
- \_\_\_ 3. I helped my novice teacher plan lessons
- \_\_\_ 4. I provided personal support to my novice teacher
- \_\_\_ 5. I observed lessons and provided feedback on my novice teacher's teaching
- \_\_\_ 6. I felt prepared to be a mentor
- \_\_\_ 7. I helped my novice teacher become part of the school culture
- \_\_\_ 8. My novice teacher's ability to work with parents improved
- \_\_\_ 9. My novice teacher's classroom management improved
- \_\_\_ 10. My novice teacher's teaching improved
- \_\_\_ 11. I felt supported by the program coordinator
- \_\_\_ 12. My novice teacher and I had ample time together
- \_\_\_ 13. I am glad that I was part of this mentoring program

**Part B. Please respond to the following items.**

- 14. As a mentor, what needs (if any) did you have that were not addressed by the mentoring program?
  
- 15. What types of additional support should the district provide to mentors?



**Self-Assessment Tool for District Mentoring Plan**

<b>District-wide Planning Process</b>	Yes	No	Partially
<ul style="list-style-type: none"> <li>• Has our district engaged a broad-based group of teachers and school leaders, including representation from teacher associations, to develop a mentoring plan aligned with state regulations?</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li>• Is the mentoring program monitored for implementation and is feedback used to adjust and make improvements?</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Criteria-based Selection and Matching of Mentors</b>	Yes	No	Partially
<ul style="list-style-type: none"> <li>• Does our district mentoring plan include at least the criteria for mentor selection in state regulations?</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li>• Are mentors selected based on the criteria stated in the regulations?</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li>• Does our district have criteria for matching mentors and novice teachers?</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li>• Are the matches between mentors and novice teachers based on criteria stated in the mentoring plan?</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Mentor Services</b>	Yes	No	Partially
<ul style="list-style-type: none"> <li>• Do mentors receive training in the skills of conferencing and feedback?</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li>• Do mentors receive training in the skills of providing support in areas of curriculum, instruction, and assessment?</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li>• Is there a specified expectation regarding the frequency of interactions (conferences, observations) between the mentor and novice teacher?</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Novice Teacher Services</b>	Yes	No	Partially
<ul style="list-style-type: none"> <li>• Do the novice teachers in the district participate in professional development activities (on topics such as classroom management, parent communication, diversity, lesson planning) that are specifically tailored to meet the needs of novice teachers?</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Self-Assessment Tool for District Mentoring Plan (Continued)**

<b>Novice Teacher Services (Continued)</b>	<b>Yes</b>	<b>No</b>	<b>Partially</b>
<ul style="list-style-type: none"> <li>• Are novice teachers brought together regularly during the year for networking opportunities?</li> </ul>			
<ul style="list-style-type: none"> <li>• Are novice teachers given time and support to observe their mentors and other colleagues and to be observed by their mentors and other teachers?</li> </ul>			
<b>School Leader Services</b>	<b>Yes</b>	<b>No</b>	<b>Partially</b>
<ul style="list-style-type: none"> <li>• Do school leaders model a range of ways to support novice teachers at their schools?</li> </ul>			
<ul style="list-style-type: none"> <li>• Do school leaders use a wide range of approaches to engage all staff in supporting novice teachers?</li> </ul>			
<ul style="list-style-type: none"> <li>• Do school leaders use supervision and evaluation as a growth-oriented experience for novice teachers aligned with the New Jersey Professional Standards for Teachers?</li> </ul>			
<b>District Board of Education and Community</b>	<b>Yes</b>	<b>No</b>	<b>Partially</b>
<ul style="list-style-type: none"> <li>• Do all district staff and parents know that there is a rigorous mentoring for quality induction program in the schools to support novice and veteran teachers for professional growth aligned with New Jersey Professional Standards for Teachers?</li> </ul>			
<ul style="list-style-type: none"> <li>• Is the community invited to support district efforts to nurture novice teachers?</li> </ul>			
<b>On-going Program Evaluation</b>	<b>Yes</b>	<b>No</b>	<b>Partially</b>
<ul style="list-style-type: none"> <li>• Is the mentoring program assessed (process/formative evaluation) for quality as an induction program on an ongoing basis?</li> </ul>			
<ul style="list-style-type: none"> <li>• Is outcome/summative information gathered on the impact of the mentoring for quality induction program and is this information shared with staff and community?</li> </ul>			