Dennis Township School District



District Mentoring Plan 2022-2023

Board Approved:

Table of Contents

Section 1:	District Profile	
	District Profile Sheet	2
	Board of Education Approval Form	3
.3	Statement of Assurance	4-5
Section 2:	Needs Assessment	6
	Current Assessment of Mentoring for Quality Induction Program	
	Current Needs of District Mentoring Plan	
Section 3:	Vision and Goals	6-7
	Mentoring Program Vision	
Section 4:	Mentor Selection	8-9
Saatian 5.	Dalas and Dasmansikilities	10 11
Section 5:	Roles and Responsibilities	10-11
Section 6:	Professional Learning Components for Mentors	12
Section 7:	Professional Learning Components for Novice Teachers	12-14
Section 8:	Action Plan for Implementation	14
Section 9:	Resource Options Used	15
Section 10:	Funding Resources	15
Section 11:	End of the Year Evaluation of the Mentoring Program	15
Section 12:	20 Day Intensive Mentoring for all Alternate Route Teachers	16
Appendices:		
A	Mentoring Application and Reference Form	17
В	Principal's Mentor-Novice Assignment	18
C	Individual Mentor Plan	19
D	Mentoring Documentation Form	20
E	Novice Needs Assessment Questionnaire	21
F	Mentor's Written Feedback	22
G	Novice's Written Feedback	23
H	Novice Teacher Questionnaire	24-25
I	Mentor Teacher Questionnaire	26-28

Section 1: The District Plan Development and Approval Process

Board of Education Approval

APPROVAL - District Mentoring Plan

The Dennis Township Board of Education has reviewed and approved the local mentoring plan and assures that the submitted plan is aligned with the New Jersey Professional Standards for Teachers and meets or exceeds the minimum requirements of the mentoring regulations in N.J.A.C 6A:9-8.4

Approved at the August 25, 2022 Board of Education meeting.

NEW JERSEY DEPARTMENT OF EDUCATION DISTRICT MENTORING PLAN STATEMENT OF ASSURANCE

Please complete and return this two-page form to the County Office of Education for the school year beginning in September.

SCHOOL DISTRICT Dennis Township School district

COUNTY Cape May

ADDRESS 601 Hagan Road

CITY/TOWN Cape May Court House, NJ ZIP_08210

CHIEF SCHOOL ADMINISTRATOR Mrs. Susan Speirs

PHONE 609-861-2821 ext 116 E-MAIL sspeirs@dtschools.org

as spe	cified in N.J.A.C. 6A:9C-3.1, including, but i	not limited to, the following:	
	induction to school district policies and introduction to school district curricula,	ear of employment receive a comprehensive d procedures, including, but not limited to, student assessment policies, and training on c, including setting and assessing student eves.	
	All non-tenured teachers in their first supports and activities that have been as are aligned with the Professional Stand	year of employment receive individualized ssigned at the school district's discretion and lards for Teachers at <i>N.J.A.C.</i> 6A:9-3.3, the <i>N.J.A.C.</i> 6A:9C-3.3, and the school district's	
	•	ficate of Eligibility or Certificate of Eligibility one mentor upon beginning their contracted	
	All provisional teachers (holding a Certification with Advanced Standing) participate in	ficate of Eligibility or Certificate of Eligibility a one-year mentoring program.	
		certification, has at least three years of at least two years within the last five years.	
	The mentor teacher does not serve as their mentee's direct supervisor nor conductions of teachers.		
		cord of success in the classroom, according to 94 regarding summative evaluation ratings.*	
	includes, at a minimum, training on the and practice instrument,* the New Jers New Jersey Core Curriculum Conten	aprehensive mentor training program that e school district's teaching evaluation rubric ey Professional Standards for Teachers, the it Standards, classroom observation skills, eg reflective conversations about teaching	
	The district mentoring plan has been sul review of fiscal impact.	bmitted to the district board of education for	
	The district mentoring plan has been sha	ared with each school improvement panel. payments are handled through the district	
By sig	gning below, you are attesting to the accuracy	of this document.	
		Susan S. Speirs	
Signat	ture, Chief School Administrator	Printed Name	
	Dennis Township		
	District Name	Date	

The <u>district mentoring plan</u> has been developed in accordance with all mentoring program regulations for non-tenured teachers including novice provisional teachers who hold a CE or CEAS,

^{*}Charter and nonpublic schools may use their own system of teacher evaluation.

Section 2: Needs Assessment

I. Current Assessment of Mentoring for Quality Induction Program

The Dennis Township School District will continue to develop a group of educators to serve as Mentors, who demonstrate a record of success and a summative rating of effective or highly effective in their last evaluation. Each year, additional training will take place as needed to increase the pool of mentors to meet future needs.

II. Current Needs of District Mentoring Plan

For 2022-2023, the Dennis Township School District needs include mentoring all novice and provisional teachers hired by the district for one full year, and the provision of individual supports as specified in PDP's for experienced teachers new to the district.

Section 3: Vision and Goals

I. Mentoring Program Vision

Research has shown that teacher quality is an important contributing factor to school achievement. Research also shows that many novice teachers leave the teaching profession within 1-3 years after entering the profession because they find the challenges of the classroom too great. Beginning teachers who do not participate in an induction program are twice as likely to leave as those who do participate. Providing a rigorous one year mentoring program for all novice teachers will assure that novice teachers receive the collegial support and guidance needed to develop effective teaching strategies and educational practices.

The purpose of the Dennis Township School District novice teacher mentoring program is to provide professional and emotional support for the novice teacher through mentoring and professional development programs at the district level. The program will:

- Assist first year teachers in the performance of their duties and adjustment to challenges of the teaching assignment,
- Reduce novice teacher attrition,
- Enhance knowledge of and strategies related to NJCCC & CCSS,
- Increase professional collegiality among all staff, and enhanced student learning

Section 3: Vision and Goals (continued)

II. Mentoring Program Goals

A. Enhance teacher knowledge of:

- The NJ Professional Standards for Teachers: N.J.A.C. 6A:9-3.3.
- Effective implementation of the NJCCCS and CCSS, and strategies related to them, in order to facilitate student achievement.
- How children and adolescents develop and learn in a variety of school, family and community contexts.
- The practice of culturally responsive teaching.
- Creating a safe and respectful learning environment that encourages positive social interaction, active engagement in learning, and self-motivation.
- Adaptation and modification of instruction to accommodate the special learning needs of all students.
- Effective verbal, non-verbal, and written communication techniques.
- Building relationships with parents, guardians, families and agencies in the larger community.
- Assist the novice teacher in adjusting to, and becoming familiar with, the school culture, policy, procedures, resources, and personnel.
- Build a foundation for continued professional growth through structured interactions with mentors, administrators and veteran teachers.

Section 4: Mentor Selection

I. Guidelines for Selection of Mentors

A. Attitude and Character:

- Willing to be a role model for other teachers
- Exhibits strong commitment to the teaching profession
- Believes mentoring improves instructional practice
- Willing to advocate on behalf of colleagues
- Willing to receive training to improve mentoring skills
- Demonstrates a commitment to lifelong learning
- Is reflective and able to learn from mistakes
- Is eager to share information and ideas with colleagues
- Is resilient, flexible, persistent, and open-minded
- Exhibits good humor and resourcefulness
- Enjoys new challenges and solving problems

B. Professional Competence and Experience:

- Is regarded by colleagues as an outstanding teacher
- Has excellent knowledge of pedagogy and subject matter
- Has confidence in his/her own instructional skills
- Demonstrates excellent classroom management skills
- Feels comfortable being observed by other teachers
- Maintains a network of professional contacts
- Understands the policies and procedures of the school, district, and teachers association
- Is a meticulous observer of classroom practice
- Collaborates well with other teachers and administrators
- Is willing to learn new teaching strategies from novice teachers

C. Communication Skills:

- Is able to articulate effective instructional strategies
- Listens attentively
- Asks questions that prompt reflection and understanding
- Offers critiques in a positive and productive way
- Uses e-mail effectively
- Is efficient with the use of time
- Conveys enthusiasm and passion for teaching
- Is discreet and maintains confidentiality

Section 4: Mentor Selection (continued)

I. Guidelines for Selection of Mentors

A. Interpersonal Skills:

- Is able to maintain a trusting professional relationship
- Knows how to express care for a novice teacher's emotional and professional needs
- Is attentive to sensitive political issues
- Works well with individuals from different cultures
- Is approachable; easily establishes rapport with others
- Is patient

B. Application Process and Criteria for Selection of Mentors

Each prospective mentor will fill out a <u>Mentor Application form</u> (Appendix A) to be submitted to the supervising Principal. The mentor will be selected by the supervising principal based on his/her best professional judgment.

The supervising principal will assign a mentor teacher to each novice teacher upon his or her hire (Appendix C). The supervising principal will facilitate the successful interaction of the mentor teacher and the novice teacher and reassign if necessary.

Mentors will be selected based upon the following criteria:

- The teacher is tenured in the district and actively teaching for at least three (3) years in the district.
- The teacher is committed to the goals of the local mentor plan.
- Teacher has agreed to maintain the confidential nature of the mentor teacher/novice teacher relationship.
- The teacher has demonstrated exemplary command of the *Professional Standards* for *Teachers*.
- The teacher is certified and has experience working with disabled students who are similar to the novice's targeted assignment.
- The teacher is knowledgeable about the social/workplace norms of the district board of education and the community the district board of education serves.
- The teacher is knowledgeable about the resources and opportunities in the district and is able to act as a referral source to the novice teacher.
- The teacher provides three letters of recommendation from those certified staff within the district who are familiar with the mentor teacher applicant's work.
- The teacher agrees to complete a comprehensive mentor-training program.

Section 5: Roles and Responsibilities

I. Mentor Teacher Roles and Responsibilities

- A. Orient novice teachers to:
 - 1. School and District
- B. Link novice teachers to resources:
 - 1. School level
 - 2. District level
 - 3. Professional learning opportunities
- C. Provide systematic support to novice teachers.
- D. Establish regular weekly conference times to:
 - 1. Discuss novice teacher needs.
 - 2. Obtain ongoing support
 - 3. Plan and reflect on classroom practices aligned with the New Jersey Professional Standards for Teachers, the NJCCCS & CCSS.
- E. Maintain confidentiality for all mentor-novice activities.
- F. Help novice teachers to analyze teaching practice:
 - 1. Program specific
 - 2. Best practices
- G. Assist in professional development
 - 1. Once novice teacher has met with the principal
 - 2. Form a collegial/collaborative relationship aligned to professional teacher standards including:

a. The Learner and Learning

- i. Standard 1: Learner Development
- ii. Standard 2: Learning Differences
- iii. Standard 3: Learning Environments

b. Content

- i. Standard 4: Content Knowledge
- ii. Standard 5: Application of Content

c. Instructional Practice

- i. Standard 6: Assessment
- ii. Standard 7: Planning for Instruction
- iii. Standard 8: Instructional Strategies

d. Professional Responsibility

- i. Standard 9: Professional Learning
- ii. Standard 10: Leadership and Collaboration
- iii. Standard 11: Ethical Practice
- H. Attend all mentor training programs
- I. Model continuing professional development and assist novice teacher in designing his/her own professional development based on administrative direction.
- J. Collaborate with the School Improvement Panel (SIP) and administration in evaluating the mentoring program.
- K. Collaborate with the School Improvement Panel (SIP), and administration in development of program revisions for the next school year.

Section 5: Roles and Responsibilities (continued)

II. Novice Teacher Roles and Responsibilities

- A. Plan, teach, facilitate and evaluate progress of students in own classroom.
- B. Maintain confidentiality for all mentor-novice activities.
- C. Participate in needs assessments.
- D. Visit mentor and other classroom teachers.
- E. Document mentoring activities and time.
- F. Participate actively in a learning community.
- G. Be open to constructive feedback from mentor, school leaders, and other content experts.
- H. Meet and conference with mentor on a regular basis.
- I. Develop own professional development plan for the year:
- J. Consult with administrator
- K. Form a collegial/collaborative relationship aligned to professional teacher standards including:

1. The Learner and Learning

- a. Standard 1: Learner Development
- b. Standard 2: Learning Differences
- c. Standard 3: Learning Environments

2. Content

- a. Standard 4: Content Knowledge
- b. Standard 5: Application of Content

3. Instructional Practice

- a. Standard 6: Assessment
- b. Standard 7: Planning for Instruction
- c. Standard 8: Instructional Strategies

4. Professional Responsibility

- a. Standard 9: Professional Learning
- b. Standard 10: Leadership and Collaboration
- c. Standard 11: Ethical Practice
- L. Collaborate with the School Improvement Panel (SIP), Mentor teacher, and administration in evaluating the Mentoring program.
- M. Collaborate with School Improvement Panel (SIP), Mentor teacher, and administration in development of program revisions for the next school year.

Section 6: Professional Learning Components for Mentors

Mentor teachers must complete a comprehensive Mentor Teaching Training Program provided by the district. Additional and on-going sessions that provide opportunities for reflection and discussion of the mentoring process occur during the school year. During these sessions, the focus will be on assisting the mentors with providing specific and concrete feedback. In addition, mentors receive training in curriculum, instruction and assessment.

The mentor teacher is responsible for promoting the novice teachers' knowledge and instructional strategies related to the CCS and the NJCCCS and Professional Standards for Teachers in order to facilitate student achievement

Section 7: Professional Learning Components for Novice Teachers

Over the years, several theories of adult learning have been identified. Dennis Township School District recognizes the necessity of utilizing effective adult learning techniques to design a comprehensive mentor plan. Adults learn most effectively when there is a perceived need for new knowledge and skills; an opportunity to apply what has been learned; an emphasis on integrating new knowledge with what is already known; and an opportunity for collaboration and reflection. (Knowles, 1980; Menriam & Caffarella, 1991; Watkins & Marsick, 1993; Sergiovanni, 1996).

Therefore, the novice teachers professional learning experiences must be:

- Systemic
- Collaborative
- Reflective
- Rich with discussion, debate and problem solving
- A balance of theory and practice

Conversations, dialogue, reflective writing and collaborative problem solving will become common practices that encourage each novice teacher to challenge assumptions, gain new insights, and build leadership capacity.

Dennis Township School district is committed to providing a comprehensive mentoring program for novice teachers which will include:

- Collegial Coaching
- Mentor observation
- Meetings with other novice teachers and mentors as a group
- Reflective Practice groups
- Individual time for collaboration with mentor
- Orientation to the district.

Section 7: Professional Learning Components for Novice Teachers (continued)

- Training in: CCS, NJCCCS, Effective Teaching Practices (Danielson evaluation rubric), effective lesson planning, formative assessment, the use of Genesis, Google, e-mail and all software related to the professional responsibilities of the teacher, and policies and procedures relevant to professional staff
- Suggested topics for Mentoring / Novice Teachers to include:
 - ✓ Effective Teaching Practices (4 domains of Danielson)
 - ✓ Lesson plans
 - ✓ Curriculum including unit development
 - ✓ Formative and summative assessments
 - ✓ Behavior Management
 - ✓ Specific characteristics of students with special needs
 - ✓ Student Communication including the use of PECS, BoardMaker, and Individual communication devices
 - ✓ Confidentiality
 - ✓ Classroom management
 - ✓ Documentation of student achievement
 - ✓ IEP procedures and development
 - ✓ Fire and security drills
 - ✓ Referral procedures
 - ✓ Instructional materials
 - ✓ Student achievement
 - ✓ Time management
 - ✓ Record keeping
 - ✓ Conferences
 - ✓ Special events
 - ✓ Professional development
 - ✓ PDPs
 - ✓ School resources
 - ✓ School Resource Officer
 - ✓ HIB policies
 - ✓ Field trips
 - ✓ Acceptable use policies for technology
 - ✓ Classroom set up
 - ✓ Professional obligations
 - ✓ Meeting the needs of the students
 - ✓ Report cards
 - ✓ Procedures for absences

Section 7: Professional Learning Components for Novice Teachers (continued)

Explanation of How Plan Aligns with the NJ Professional Standards for Teachers

The Dennis Township School District Mentoring Plan was designed to align with the NJ Professional Standards for Teachers. Aligned with the NJ Core Curriculum Content and Common Core State Standards, as well as national professional standards, New Jersey's professional standards for teachers illustrate the wide range of knowledge and abilities contemporary educators must possess to provide high-quality instruction and support improved student results.

These standards encompass the broad range of skills and knowledge a teacher needs, including deep content knowledge with varied instructional strategies; the creation of a productive learning environment; the use of assorted assessments; the understanding of human growth; the ability to work with diverse learners; strong communication skills; instructional planning; and the ability to create strong partnerships with parents, colleges, and the community.

Section 8: Action Plan for Implementation

Aligned with the regulations specified in NJAC 6A:9-8, novice teachers will be assigned a mentor after they have been board approved for a teaching contract in the Dennis Township School District. Initial mentor sessions will be facilitated by the principal or designee. Subsequent sessions will provide professional growth opportunities through collaboration with other mentor/ novice teacher teams.

In addition to weekly individual mentor/novice teacher work sessions, the mentors and novices will meet periodically throughout the year with other mentor/novice teams, facilitated by the principal or designee. The interactive collaborative experiences will focus on topics suggested in section 7 of this plan.

The building principal/designee will facilitate the successful interaction of the mentor and the novice teacher

The Mentor and Induction program will continue to evolve and be responsive to the individual needs of the novice teachers as well as district goals and student needs. The program will be monitored and modified as needed.

Section 9: Resource Options Used

The Dennis Township School District recognizes the importance of supporting the novice teacher throughout their mentoring process. To this end, district resources have been allocated in the following ways:

- Orientation days in August / September
- Release time for classroom visitation with substitute coverage
- Opportunity for out-of-district workshops as described in the association contract
- Staff development, in-service training and Professional Learning Communities
- Direct internet access available in each classroom
- Published resources including the New Jersey Mentoring for Quality Instructors Toolkit

Section 10: Funding Resources

Mentor teachers will receive a stipend for their services, paid by the mentee through the district.

Section 11: Program Evaluation

In order to continue to provide an effective mentoring experience, Dennis Township School District considers it important to evaluate our program on an ongoing basis. This evaluation will reflect the following five levels of professional development:

- Participant Reaction
- Participant Learning
- Organization Support and Change
- Participant Use of New Knowledge and Skills
- Student Learning Outcomes

These areas will be assessed using feedback sheets, questionnaires and the mentoring documentation logs. These forms will be reviewed by members of the School Improvement Panel (SIP), the District Evaluation Advisory Committee (DEAC) and building administration to monitor and revise the program as necessary.

Section 12: 20 Day Intensive Mentoring for Alternate Route Teachers

Current Assessment of 20-Day Intensive Mentoring Program:

In accordance with N.J.A.C. 6A: 9-8.3 and 9-8.4, the Dennis Township School District has developed an intensive mentoring plan to prepare novice, alternate route teachers with the skills and knowledge necessary to succeed in their initial teaching experience. By providing novice, alternate route teachers with immediate intensive mentoring support during their first 20 days (90 hours of support) from a veteran teacher, it is felt that they will receive both an overall orientation to the district and specific, guided experience in the areas of:

- New Jersey Core Curriculum Content Standards
- Classroom management and discipline
- IEP development and lesson planning
- District policies and procedures
- State and district assessment of student progress
- New Jersey Professional Standards for Teachers

Strategies for Meeting the 20-Day Requirement:

The 20-Day Intensive Mentoring Program developed by Dennis Township School District includes activities and experiences that occur both prior to the start of employment and during the initial days of each school year. Novice, alternate route teachers hired prior to the start of a new school year will have the opportunity to observe veteran teachers in the classroom and to teach sample lessons during the course of our Jump Start summer program. They will then undergo an extensive orientation to - and induction into - the school's culture, climate, policies and procedures on their first days of employment, prior to their first student contact.

This orientation will also include daily face-to-face mentoring with their mentoring teacher. The 20 Day intensive mentoring process continues following the arrival of students, as novice teachers are provided with frequent classroom visitations by the mentor (with appropriate feedback) and additional classroom visitations to experienced teachers for specific skill development. Substitute teachers will be utilized to relieve veteran teachers while they support the novice teacher in his or her classroom.

The district will provide similar experiences for novice, alternate route teachers hired midyear by providing opportunities which allow for new teachers to observe the outgoing teacher and other highly effective teachers in their classrooms prior to the start of their employment.

APPENDIX A

DENNIS TOWNSHIP SCHOOL DISTRICT Mentoring Application

This form indicates that you have a desire to mentor a novice teacher in the Dennis Township School District.

Directions: Answer the following questions and forward the completed form to the Principal. Use the reverse side of this form to answer the question, if necessary. Please attach three completed reference forms to this application.

Name:	School:
Assignment:	Total Years Teaching:
Years in Current Assignment:	Total Years With DTSD:
Please check all that apply:	
I was a mentor teache	r for theschool year. Novice
I have received formal Within t	
1. Why do you want to be a mentor? mentoring beginning teachers?	What abilities and experiences do you bring to the process of
2. How are you keeping current in c	urriculum areas?
I understand that I must receive training meet with the novice teacher on a regu	ng in the roles and responsibilities of a mentor teacher. I agree to alar basis throughout the year.
Applicant Signature:	Date:

APPENDIX B

DENNIS TOWNSHIP SCHOOL DISTRICT **Principal's Mentor-Novice Assignment**

I have assigned		
-	Mentor teacher	
to _	, position	
Novice teacher		
a first/second year teacher for the	school year.	
Principal's Signature:	Date:	

APPENDIX C

DENNIS TOWNSHIP SCHOOL DISTRICT Individual Mentor Plan

Mentor Teacher:					
Novice Teacher:					
School Year:					
GOALS (PDP):					
		Expected			1
Activities	Participant	Completion Date	Date Completed	Documentation	Initials

APPENDIX D

DENNIS TOWNSHIP SCHOOL DISTRICT Mentoring Documentation Form

Name: Position:		School:	School:			
		☐ I am a Mentor Teacher ☐ I am a Novice				
DATE	ACTIVITY		TIME	SIGNATURE		

Mentors Will Receive 1 Hour of Professional Development Credit for Each Week of Mentoring

APPENDIX E

DENNIS TOWNSHIP SCHOOL DISTRICT Novice – Needs Assessment Questionnaire

Part A. Please choose the response for each item that most closely indicates your level of need for assistance in the area described. This information will be shared with the mentor in order to prepare an Individual Mentor Plan.	Part B. Please respond to the following items.26. List any professional needs you have that are not addressed by the preceding items.
Possible Responses: A. Little or no need for assistance in this area B. Some need for assistance in this area C. Moderate need for assistance in this area D. High need for assistance in this area 1. Finding out what is expected of me as a teacher Communicating with the principal 3. Communicating with other teachers and therapists 4. Communicating with parents	
 Organizing and managing my classroom Maintaining student discipline Obtaining instructional resources and materials Planning for instruction Managing my time and work Diagnosing student needs Evaluating student progress Motivating students Assisting students with special individual needs Dealing with individual differences among students Understanding the curriculum Completing administrative paperwork Using a variety of teaching methods Writing IEPs Grouping for effective instruction 	27. What additional types of support should the school district provide you and other beginning teachers?
20. Using the classroom computer 21. Understanding the school system's teacher evaluation process 22. Understanding my legal rights and responsibilities 23. Dealing with stress 24. Becoming aware of special services and programs provided by the district 25. Preparing for State Testing / APA Portfolios	Name: Group#:

APPENDIX F

DENNIS TOWNSHIP SCHOOL DISTRICT

Mentors – Written Feedback*

closely indicates your level of agreement with the following	
statements.	14. As a mentor, what needs (if any) did you have that were not addressed by the beginning teacher assistance program?
Possible responses:	
A. Strongly Agree	
B. Agree	
C. Disagree	
D. Strongly Disagree	
1. I understand 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.	15. What additional types of support should the school district
5. I observed lessons and provided feedback on my	provide you and other mentors?
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 administration.	
	*This evaluation is not meant to be an assessment of any
	individual but of the program.
I am gam am I am part of this program	

APPENDIX G

DENNIS TOWNSHIP SCHOOL DISTRICT

Novices – Written Feedback*

closely indicates your level of agreement with the following statements.		14. As a beginning teacher, what needs (if any) did you have
statements.		that were not addressed by the beginning teacher assistance
Possible responses:		program?
A.	Strongly Agree	
B.		
C.	E	
D.	e e e e e e e e e e e e e e e e e e e	
1.	I understood what was expected of me as a teacher.	
2.		
	My mentor was helpful in planning lessons.	
	I felt personally supported by my mentor.	15. What additional types of support should the school district
5.	My mentor observed lessons and provided feedback on	provide to beginning teachers?
	my teaching.	
6.	•	
7.		
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 administration.	
12.	My mentor and I had ample time together.	This evaluation is not meant to be an assessment of any
13	I am glad that I was part of this program.	individual but of the program.

APPENDIX H

DENNIS TOWNSHIP SCHOOL DISTRICT 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.

Please read each question carefully. Respond by checking "Yes" or "No" or by writing your answer in the space provided. Return your completed questionnaire to your Professional Development Committee.

If you were going to mentor a novice teacher, what would you do to build a trusting, professional relationshi with him or her?			
Did you and your mentor find time to meet? ☐ Yes ☐ No If yes, how did you manage this?			
In a typical week, how many times did you meet with your mentor? times Did you meet at (please check all that apply):			
□ a specified time □ as needed □ other (please specify): How many times did you observe your mentor in a typical month? times			
How many times did you observe other faculty members teaching in a typical month? times			
How many times did your mentor observe you in a typical month? times			
Did you discuss these observations? \square Yes \square No \square If yes, how did you find the time?			

APPENDIX H

DENNIS TOWNSHIP SCHOOL DISTRICT Novice Teacher Questionnaire (Continued)

Open-ended Questions:

1.	The biggest challenge that I had this year was
2.	During this first year, I wish I had known
3.	One problem that could not handle was
4.	One benefit of having a mentor was
5.	The most important thing I learned from my mentor was
6.	If I was a mentor and I had a novice teacher, I would be sure to
7.	If I were to design a mentor training program, I would emphasize

Thank you for your assistance.

APPENDIX I

DENNIS TOWNSHIP SCHOOL DISTRICT Mentor Questionnaire

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

Please read each question carefully. Respond by checking "Yes" or "No" or by writing your answer in the space provided. Return your completed questionnaire to the Professional Development Committee.

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?

APPENDIX I

DENNIS TOWNSHIP SCHOOL DISTRICT Mentor Questionnaire (continued)

6.	How many times did you observe your 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 other resources did your guide your novice teacher to use?
10.	Please describe any strategies you employ to find time to meet with your novice teacher.
11.	Please describe any strategies you believe the district should employ to facilitate finding time with your novice teacher.
	Please describe any strategies you use that are effective in building a collegial relationship with your novice teacher.

APPENDIX I

DENNIS TOWNSHIP SCHOOL DISTRICT Mentor Questionnaire (continued)

Open-ended Questions:

13.	One real benefit of being a mentor was
=	
-	
14.	The biggest challenge that I had this year as a mentor was
1.5	A
15.	As a mentor, I wish I had known
16.	If I were to give advice to a new mentor, it would be
17.	The most important thing I learned from my novice teacher was
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