

**ADMINISTRATOR'S MENTORING HANDBOOK
FOR FIRST YEAR SUPERINTENDENTS & MENTORS
IN MISSOURI**

MISSOURI ASSOCIATION OF SCHOOL ADMINISTRATORS
(REVISED JULY 24, 2018, UPDATED APRIL 16, 2020)



INTRODUCTION

The Missouri Association of School Administrators (MASA), as a service to its members and in fulfillment of its mission, provides mentoring opportunities to superintendents in their first year of service.

GOAL

To improve and strengthen leadership skills and professional practice.

MENTOR COMMITTEE

Chris Gaines, Chair	Mehlville	314-467-5002	St. Louis
Keith Marty	Parkway	636-923-3619	St. Louis
Tim Maddex	Shelby Co. R-IV	573-588-4961	Northeast
Derrick Hutsell	Willard	417-742-2584	Southwest
Scott Patrick	Warrensburg R-IV	660-747-7823	West Central
Matt Robinson	Cameron R-I	816-632-2170	Northwest
Bethany Deal	Richwoods R-VIII	573-678-2257	South Central
Andrew Comstock	Perry Co.	573-547-7500	Southeast
Andy Underwood	Belton	816-489-7003	Greater Kansas City

MO STATE BOARD OF EDUCATION REQUIREMENT FOR NEW SUPERINTENDENT

First year superintendents are required to participate in a mentoring program as part of the certification requirements adopted by the Missouri State Board of Education (October, 2005). The Missouri Association of School Administrators coordinates a mentoring program for individuals serving their first year in the position of superintendent of schools that fulfills this requirement.

MENTOR POOL

MASA maintains a pool of experienced superintendents who are willing to help first year superintendents during the initial learning process. These veteran superintendents serve as mentors to new superintendents. Superintendents serving as mentors are encouraged to review MO Superintendent Standards and Quality Indicators and become familiar with resources available through MASA and the MASA video library prior to working with a first-year superintendent.

MATCHING PROCESS

New superintendents are paired with a veteran superintendent for the mentor/new superintendent mentor program. Matches are generally made by geographic location to make meeting times more efficient. Although there may be exceptions, mentors would normally be expected to have a minimum of three years of superintendent experience and be an active member in MASA to be considered.

- Every effort will be made to honor matching requests submitted by the new superintendent.
- Every effort will be made to make matching assignments by the middle of July.

If for some reason a mentor/new superintendent match is not acceptable for either person, please contact the MASA Director of Leader Development or the Chair of the Mentoring Committee immediately.

TIME REQUIREMENTS

- 10 hours of face-to-face time is required for first year superintendents and mentors to meet. This time can include the time at professional meetings.
- Time is scheduled at three professional meetings each year to provide some opportunities for new superintendents to meet with mentors.
 - Summer - Annual Commissioner's Conference
 - Fall - MSBA/MASA fall conference
 - Spring - MASA spring conference
- A Mentoring Log form can be located on the MASA website at <https://www.masaonline.org/vnews/display.v/SEC/Mentoring> . Logs are to be maintained by the mentor and the first-year superintendent.
- A completed Mentoring Log form, signed by both the mentor and mentee, must be submitted to the MASA office by April 30, so the mentor can be paid during the current fiscal year. Submission information can be found on the bottom of the Mentoring Log form.

CONTENT

Recommended topics for discussion include the following:

- Board-Superintendent Relationships
- Instructional Leadership
- Personnel Issues and Evaluation
- Relationships and Communication

- Strategic Planning & Goal Setting
- Student Achievement
- Financial Budgeting and Planning
- Missouri Superintendent Standards and Quality Indicators
 - These standards and quality indicators can be found at the following DESE link:
<https://dese.mo.gov/sites/default/files/06-SuptStandardsandQI.pdf>

MENTOR EXPECTATIONS

- Provide a confidential supportive relationship with the new superintendent.
- Help the new superintendent discover his or her own answers by asking the right questions.
- Maintain regular contact with the new superintendent.
- Suggest other mentors that have specific skills and experience needed by the new superintendent.
- Initiate communication with the new superintendent.
- Be available and responsive to the new superintendent as quickly as possible.
- Meet with the new superintendent for a minimum of 10 face-to-face hours during the school year.
- Contact the MASA Director of Leader Development or the Chair of the Mentoring Committee if there is a problem with the match between the mentor and the new superintendent.

NEW SUPERINTENDENT EXPECTATIONS

- Take full advantage of the mentor program by being proactive with the mentor/new superintendent relationship.
- Maintain an open and honest relationship with the mentor.
- Maintain regular contact with the mentor.
- Meet with the mentor for a minimum of 10 face-to-face hours during the school year.
- Prepare for face-to-face time by having discussion items and questions that are pertinent to current issues you are facing.
- Contact the MASA Director of Leader Development or the Chair of the Mentoring Committee if there is a problem with the match between the mentor and the new superintendent.