MENTORING HANDBOOK

San Antonio Independent School District

New Teacher Support System (NTSS)

2013-2014

Prepared by:

Human Resources Department
141 Lavaca Street
San Antonio, TX  78210
210-554-8534

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erojsas@saisd.net
Mentoring Program Overview

The San Antonio Independent School District (SAISD) Human Resources Department is committed to providing all first-year and second-year teachers trained, experienced mentor teachers to guide and support them as they begin their teaching careers. The purpose of the New Teacher Support System (NTSS) Mentoring Program is to provide mentors with the knowledge, resources, and skills critical to facilitating new teachers’ professional growth.

Research estimates that, without mentor support, over 32% of Texas’ new teachers will leave the profession within five (5) years. A strong mentoring program that combines campus-based and district-level support is the most effective method by which SAISD can reduce teacher attrition and improve student achievement.

Administrative Procedure D34 requires that all first and second-year teachers have a trained mentor who works with them regularly (at least once a week), and provides feedback and other support. The mentor must have at least 3 years of successful teaching experience.

All New Teachers with 3 or more years of teaching experience must be assigned a “buddy” teacher with at least three years’ successful teaching experience.

The principal is responsible for the success of the campus mentoring program and is therefore considered the campus Mentor Coordinator; however, the principal may designate another administrator to serve as the Mentor Coordinator under his/her guidance.

Definitions

1st-Year Teacher  A teacher who began teaching after January 3, 2013.
Protégé  A 1st-Year Teacher or a 2nd-Year Teacher who is assigned a Mentor.
Mentor  A teacher assigned to mentor a Protégé.
Mentor Coordinator  The Principal or designee (Assistant Principal, Academic Dean, or Instructional Coach) who is responsible for the mentors and who serve as the point of contact for the Human Resources Department.
# Principal’s Timeline

<table>
<thead>
<tr>
<th>Responsibility</th>
<th>Deadline</th>
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<tbody>
<tr>
<td>Review Mentoring Handbook.</td>
<td>By August 30</td>
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<tr>
<td>Designate a Mentor Coordinator.</td>
<td>By August 30</td>
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<tr>
<td>Work with the Mentor Coordinator to develop a pool of qualified Mentors.</td>
<td>By August 30</td>
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<tr>
<td>Send Mentor Coordinator to training with the Human Resources Department.</td>
<td>September 4 or September 5</td>
</tr>
<tr>
<td>Work with the Mentor Coordinator to ensure that every first-year and second-year teacher (Protégé) is assigned a qualified Mentor.</td>
<td>By August 30 and Ongoing</td>
</tr>
<tr>
<td>Ensure that the Mentor Coordinator submits the Mentor-Protégé Pairing Report Form to Human Resources on the four dates specified.</td>
<td>September 19 October 28 January 21 March 31</td>
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<tr>
<td>Ensure that Mentors participate in research-based training. <strong>ACT of San Antonio</strong> Alternative Certification Programs provide their own training and pay their Mentors stipends. All other Mentors must attend PACT Training at Region 20 – on October 12, November 2, December 7, January 11, or February 8</td>
<td>As soon as Mentor is assigned New Teachers &amp; Mentors <strong>MUST</strong> attend required meeting on October 12, 2013 at Region 20.</td>
</tr>
<tr>
<td>Hold NTSS Campus Meetings.</td>
<td>1&lt;sup&gt;st&lt;/sup&gt; Meeting: By September 16</td>
</tr>
<tr>
<td></td>
<td>2&lt;sup&gt;nd&lt;/sup&gt; Meeting: By February 12</td>
</tr>
<tr>
<td>Review, sign, and return to Mentor the quarterly Mentor-Protégé Meeting Logs.</td>
<td>Every 9 Weeks</td>
</tr>
<tr>
<td>Review, sign and return to Mentor the Mentor Timeline and Checklist (D34-C). (No Mentor can be paid without your signatures on these documents!)</td>
<td>April 22 (for June checks) May 30 (for July checks)</td>
</tr>
</tbody>
</table>
Mentor Coordinator Guidelines

The Mentor Coordinator provides ongoing guidance and support for Mentors on the campus. In many instances, the Principal will serve as the Mentor Coordinator. When the Principal designates another administrator as the Mentor Coordinator, it is important to the success of the program that the Principal communicate regularly regarding the new teachers' professional needs for growth and that the Mentor Coordinator is able to respond to these needs by providing general guidance and direction to Mentors. For example, the Principal might notice a trend that indicates several Protégés need help conducting bell-to-bell instruction. It would be appropriate for the Mentor Coordinator to meet with all mentors and discuss how they might help their Protégés improve in this area. The Mentor should not be asked to contribute to documentation regarding the Protégé’s performance.

Qualifications

- Principal, Assistant Principal, Academic Dean, or Instructional Coach
- Willing to support new teachers and their mentors.
- Trained each year by the Human Resources Department.
- Able to assist the Principal to appropriately match Mentors and Protégés.
- Able to effectively communicate information regarding the Mentoring Program to Mentors and Protégés.

Duties

- Work with Principal to select qualified Mentors and ensure they complete and submit Mentor Application to Human Resources.
- Work with Principal to assign Mentors to Protégés. Wherever possible, Mentors should have the same: (i) content area/grade level teaching assignment and (ii) common planning periods and physical proximity.
- Submit (via email) the 2013-2014 Mentor-Protégé Pairing Report Form four times a year as required.
- Ensure that each Mentor is trained by SAISD or through the teacher’s Alternative Certification Program.
- Introduce Mentors and their Protégés.
- Ensure that Protégés and Mentors understand that they must meet weekly throughout the year.
- Work with the Principal to schedule and conduct at least two collaborative meetings (one per semester) with all Mentors and Protégés.
- Assist in conducting or recommending professional development for the Mentors or Protégés as needed.
- Mentor Coordinator is not responsible for collecting and forwarding to Human Resources the Mentoring documentation (logs, mentor application, and D34-C); the Mentors are responsible for obtaining the Principal’s signature and for turning in the documentation to Human Resources at the times specified on the forms.
## Mentor Coordinator Timeline

<table>
<thead>
<tr>
<th>Responsibilities</th>
<th>Timeframe</th>
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<tbody>
<tr>
<td>Review SAISD Mentor Application and Mentor Handbook.</td>
<td>By August 30 and ongoing</td>
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<tr>
<td>Recruit qualified Mentors.</td>
<td>By August 30 and ongoing</td>
</tr>
<tr>
<td>Attend (1) Mentor Coordinator Meeting. Sign-up on e-PATH</td>
<td>September 4 or September 5</td>
</tr>
<tr>
<td>Assist Principal in completing the Mentor-Protégé Pairing Report Form and email it to <a href="mailto:erojas@saisd.net">erojas@saisd.net</a>. Re-submit the report according to the dates noted on the form.</td>
<td>September 19 October 28 January 21 March 31</td>
</tr>
<tr>
<td>Work with Principal to plan and conduct two campus NTSS meetings.</td>
<td>1st Meeting: By September 16  2nd Meeting: By February 12</td>
</tr>
</tbody>
</table>
| Ensure that Mentors participate in research-based training. **ACT of San Antonio** Alternative Certification Programs provide their own training and pay their Mentors stipends. All other Mentors must attend PACT Training at Region 20 – on October 12, November 2, December 7, January 11, or February 8 | As soon as Mentor is assigned  
New Teachers & Mentors MUST attend required meeting on October 12, 2013 at Region 20.|
| Work with Protégés and Mentors to ensure they register on ePATH for and attend required meetings and training. A preliminary Mentor Training Schedule is provided with this Handbook. |                                           |
| Support Mentor-Protégé weekly meetings.                                         | Ongoing                                       |
Mentor Guidelines

The Mentor is the heart of the NTSS program. Trained, dedicated, and reflective Mentors are vital to new teacher success.

Qualifications
- Minimum three years of successful teaching experience.
- No Instructional Coach can be a mentor.
- Willingness to mentor/coach a new teacher.
- Models SAISD’s Core Values: Student-Centered, High Expectations, Commitment, Passion, Integrity, Respect, Teamwork.
- Demonstrates ongoing professional learning and reflective teaching and learning practices.
- Proficient in classroom management, organizational skills, lesson planning and implementation, and student assessment.
- Willing to communicate regularly with Protégé and Administration to facilitate ongoing support.
- Positive, caring attitude.

Requirements
- Participate in all required SAISD Mentorship Training (as recorded through ePATH and sign-in sheets). Mentors are required to attend the New Teacher & Mentor Meeting on October 12, 2013 at Region 20. You must register on e-Path for AM or PM session.
- Alternative Certification Programs (ACPs): ACT of San Antonio provide their own training and pay their Mentors stipends. All other Mentors must attend SAISD Mentorship Training at Region 20 and will be receiving their stipends from the Human Resources Department or from the TOPP Program/Region 20.
- The SAISD stipend ($500 for a 1st-year and $250 for a 2nd-year teacher).
- Meet with Protégé a minimum of once per week throughout the school year and submit the SAISD Mentor-Protégé Meeting Log forms SIGNED by Principal every 9 weeks to Human Resources. (A minimum of 26 entries are required for payment of the stipend.)
- Meet at least two times per year with Principal, Mentor Coordinator, other Mentors and Protégé.
- Complete and submit in April (or May) the SAISD Form D34-C Mentor Checklist signed by principal.

Mentor Stipend
- Mentors of 1st-year teachers qualify for a $500 stipend.
- Mentors of 2nd-year teachers qualify for a $250 stipend.
- In order to earn the stipend, Mentors must fulfill all requirements list above.
- In order for the Mentor to earn the stipend, Principals must complete and document all program requirements as follows:
  - Principal or Mentor Coordinator must forward to Human Resources: (i) Mentor-Protégé Pairing Report Form indicating official Mentoring pairs (email only) and (ii) completed and signed SAISD Mentor Application
  - Principal must sign the following before the Mentor submits to Human Resources Department: (i) Mentor-Protégé Meeting Log forms (completed by the Mentor every 9 weeks) and (ii) SAISD Form D34-C Mentor Checklist (completed by the Mentor in April) and Mentor Application.
- In the past, SAISD has issued partial payments for partial completion of mentoring requirements. However, beginning in 2012-2013, all minimum requirements must be met to receive the stipend. Partial Stipends will be considered only if circumstances not under the mentor’s control prevent the possibility of completing all requirements as certified by the school principal and validated by the Human Resources Department. Such Circumstances might include the Protégé joining the school too late in the year or leaving the school to early in the school year the mentor to complete the minimum of 26 weekly meeting
SAN ANTONIO INDEPENDENT SCHOOL DISTRICT
Form D34-C
MENTOR Timeline and Checklist
NEW TEACHER SUPPORT SYSTEM (NTSS)

All fields must be completed and this form must be Signed and Dated by the Mentor and Principal to receive the mentor stipend

Mentor: ___________________________ School: ___________________________

First Last

Mentor 9-Digit Employee ID #: ___________________________ Mentor SAISD e-mail address: ___________________________

Protégé: ___________________________ Protégé School: ___________________________

First Last ACP ___________________________

### Timeframe | Mentor’s Responsibilities | Evidence of Completion
--- | --- | ---
As Soon as the Mentor is Assigned | In accordance with Texas Administrative Code 19 and District Policy D34, ALL Mentors must participate in research-based training. SAISD provides research-based Mentorship Training and support for Mentors. This training is required. Mentors should check the 2013-2014 Mentorship Training Schedule (attached) and sign up on ePATH right away. Mentors who do not participate in training this year cannot continue to mentor and cannot earn the SAISD stipend ($500 for a 1st-year and $250 for a 2nd-year teacher). Alternative Certification Programs (ACPs): ACT of San Antonio) state that they provide their own training. TOPP, ACT of San Antonio and A+ Texas Teachers pay Mentors' stipends directly to the individual. All other Mentors and new teachers must attend SAISD Mentor Training and will be receiving their stipends from the Human Resources Department. | ePATH Course # | Date Completed |
Meet with the new teacher as soon as you are assigned to welcome him/her, identify needs and establish a plan for meeting the first semester. | Date Assigned | First Meeting |
Meet with the new teacher at least once per week to coach, provide information, share resources, observe, and offer assistance as trained. Be sure to address: Classroom Management, Student Skill Building, the Teaching and Learning Connection, and Ongoing Assessment. A minimum of 26 entries are required to qualify for the SAISD Mentoring Stipend. Record one meeting per week on the Mentor-Protégé Meeting Logs (attached) Provide your Mentor Application and D34-C form to Human Resources Dept.. Get your Principal's signature and forward the original to Elizabeth Rojas, Human Resources Department, at the end of every 9 weeks. | Dates Logs were Submitted | 1st Nine Weeks | 2nd Nine Weeks | 3rd Nine Weeks | 4th Nine Weeks |
Submit Logs Quarterly. 4th Nine Weeks by April 28th for the June Stipend; by May 30 for the July Stipend

Mentor Signature: ___________________________ Date: ___________________________

Principal Signature: ___________________________ Date: ___________________________

Submit Original to the Human Resources Department No Later Than April 28, 2014 for the June check or May 30, 2014 for the July check.
Guidelines for the First Campus NTSS Meeting

Conduct by September 10, 2012

Review this Mentoring Handbook together, establishing:
• Roles and Responsibilities
• Attending the PACT Training or the Alternative Certification Program Training
• Due dates
• Lines of communication

Consider discussing the following:
• Assure Protégés that their Mentors are NOT evaluative, but will provide guidance, resources, referrals, helpful observation data and feedback, and support as trained.
• Where and when will Mentors and Protégés meet weekly? What should be done if that plan needs adjustment?
• How and when does the Principal want to review and sign the Mentor-Protégé Meeting Logs each nine weeks?
• What method will the Mentor use to turn in the Mentor Observation Report Form each semester?
• How will the Mentors and Protégés study The First Days of School by Wong together? Will the Coordinator lead the book study? Will they work in pairs or as a whole group (with all campus Mentors and Protégés)? What is the timeline?
• By what date will each Mentor complete the D34-C SAISD Mentor Timeline and Checklist (one per Protégé)? How and when will the Principal review each D34-C and sign it? How will the Mentor turn it in to Human Resources Dept.?
I have read and understand my roles and responsibilities as outlined in this Handbook.

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<th>Position/Role</th>
<th>Name</th>
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<td>20</td>
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Mentor and New Teacher Training Schedule 2013-2014

- **Attend Required Meeting for 1\textsuperscript{st} & 2\textsuperscript{nd} Year Mentors and New Teachers(s)**

  **October 12, 2013 or October 19, 2013 at Region 20**
  Choose from 8:30-11:30 A.M. or 12:30-3:30 P.M.- 3 hours

- Select to attend one of the 3 hours (8:30-11:30 A.M or 12:30-3:30 P.M. training with your New Teacher):
  * November 2, 2013
  * December 7, 2013
  * January 11, 2014
  * February 8, 2014

  All sessions will require registration on e-PATH for mentors and new teachers.
SAISD Mentor Application

Complete and return this application to your Principal by: ________________.

Due Date

Last Name: _______________________________ First Name: _________________________

Campus: _______________________ Position: ______________ Employee ID#: ___________

Grade Level Responsibilities (circle all that apply): ECE/Hd St    K    1    2    3    4    5    6    7    8    9    10    11    12

Subjects (circle all that apply): All   ELAR   Math   Sci   Soc St   Fine Arts   LOTE   ESL/ELL/LEP   SE   CATE   PE/Athl

SAISD Email: ___________________________________@saisd.net  Years Teaching in SAISD: ______

Mentor Eligibility
▪ Minimum of three (3) years of successful teaching experience in SAISD
▪ Willingness to mentor/coach a new teacher
▪ Models SAISD’s Core Values: Student-Centered, High Expectations, Commitment, Passion, Integrity, Respect, Teamwork
▪ Demonstrates ongoing professional learning and reflective teaching and learning practices
▪ Proficient in classroom management, organizational skills, lesson planning and implementation, and student assessment
▪ Willing to communicate regularly with Protégé and Administration to facilitate ongoing support
▪ Positive, caring attitude

I certify that this Mentor has these qualities: ______________________________________________________________

Principal’s Signature

Mentor Requirements
▪ Participate in all required SAISD Mentorship Training as noted below.
▪ Meet with Protégé a minimum of once per week throughout the school year and submit the SAISD Mentor-
  Protégé Meeting Log forms SIGNED every 9 weeks to the Human Resources Department.
▪ Meet at least two (2) times per year with Principal, Mentor Coordinator, other Mentors and Protégés
▪ I understand fully that participation in the SAISD Mentoring Program may be terminated without remuneration at
  any time if I do not fulfill the requirements of the program.

I certify that I will meet these requirements: ______________________________________________________________

Mentor’s Signature

Confidentiality Acknowledgment

As an SAISD new teacher Mentor, I am committed to supporting my Protégé/s in a safe, confidential and non-evaluative
environment in order to facilitate optimum professional growth. Therefore, I agree that:
▪ I will not share any privileged information about protégés with their colleagues and/or students.
▪ Should my protégé leave the district, professional ethics requires that confidentiality be maintained.

I agree to these stipulations: ______________________________________________________________

Mentor’s Signature

Mentor Training Commitment

I understand that SAISD Administrative Procedure D34 requires that mentors participate in research-based training. I am
committed to participating in the following SAISD Mentorship Training:
Mentor & New Teacher Training (6 hours)

- Attend a **Required Meeting with your New Teacher(s)** on October 12, 2013 at Region 20
  - *Choose from 8:30-11:30 A.M. or 12:30-3:30 P.M. (Register on e-PATH) - 3 hours
- Select to attend one of the 3 hours (8:30-11:30 A.M. or 12:30-3:30 PM training with your New Teacher:
  - *November 2, 2013
  - *December 7, 2013
  - *January 11, 2014
  - *February 8, 2014

**Mentor Stipend Qualifications**

Mentors of 1st-year teachers qualify for a $500 stipend. Mentors of 2nd-year teachers qualify for a $250 stipend. In order to earn the stipend, SAISD Mentors and Principals must complete and document all program requirements as follows:

Principal or Mentor Coordinator must forward to the Human Resources Department:
1. The Mentor-Protégé Pairing Report Form indicating official Mentoring pairs (email only)
2. This completed and signed SAISD Mentor Application

Principal must SIGN the following before the Mentor submits to Human Resources Department:
1. Mentor-Protégé Meeting Log forms (completed by the Mentor every 9 weeks)
2. Form D34-C Mentor Checklist (completed by the Mentor in April)

Mentors must fulfill all requirements, including:
1. Attend all required training as recorded through ePATH and sign-in sheets
2. Complete and submit Mentor-Protégé Meeting Log forms every 9 weeks SIGNED by PRINCIPAL
   A minimum of 26 entries are required for payment of the stipend
3. Complete the Mentor Application
4. Complete and submit in April the SAISD Form D34-C, SIGNED by PRINCIPAL

District procedure requires that all mentors be trained. No Mentor will qualify for any SAISD stipend unless s/he has attended SAISD Mentorship training.

While, in the past, SAISD has issued partial payments for partial completion of mentoring requirements, beginning in 2012-13, all minimum requirements must be met to receive the stipend. Partial stipends will be considered only if circumstances not under the mentor’s control prevent the possibility of completing all requirements as certified by the school principal. Such circumstances might include the Protégé coming to the school too late in the year or leaving the school too early in the year for the mentor to complete the minimum of 26 weekly meetings.

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*I understand that all mentoring requirements must be met to address state and district expectations and to qualify for an SAISD stipend:

Mentor’s Signature ___________________________ Date __________

I understand and will fulfill these requirements:

Principal’s Signature ___________________________ Date __________

Send completed form to Elizabeth Rojas in the Human Resources Department.
Mentor-Protégé Meeting Log
SAISD 2012-2013
1st Nine Weeks-August 26-October 25, 2013
DUE at the end of each 9 Weeks period to the Human Resources Department, Attention: Elizabeth Rojas at erojas@saisd.net.

Mentor: ___________________________________________________ Campus: ___________________________
Protégé: ___________________________________________________ Campus: ________________________

Mentors and Protégés must meet at least once every week. Mentors are encouraged to vary the focus of meetings in order to provide well-rounded support for their protégés.

Date Mentor was first assigned: ____________
Notes/Concerns: ____________________________________________________________
_________________________________________________________________________

<table>
<thead>
<tr>
<th>Week of</th>
<th>Date of Meeting</th>
<th>Time of Meeting</th>
<th>Topics Discussed</th>
<th>Protégé Initials</th>
<th>Mentor Initials</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aug 26</td>
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Principal’s Signature: _________________________________ Date:____________________
### Mentor-Protégé Meeting Log

**SAISD 2012-2013**  
**2nd Nine Weeks-October 28-January 16, 2014**

DUE at the end of each 9 Weeks period to the Human Resources Department, Attention: Elizabeth Rojas at erojas@saisd.net.

Mentor: ____________________________  Campus: __________________________

Protégé: ____________________________  Campus: __________________________

Mentors and Protégés must meet at least once every week. Mentors are encouraged to vary the focus of meetings in order to provide well-rounded support for their protégés.

Date Mentor was first assigned: __________

Notes/Concerns: ______________________________________________________

<table>
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<tbody>
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<td>Oct 28</td>
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Principal's Signature: ____________________________  Date: __________________________
Mentor-Protégé Meeting Log
SAISD 2012-2013
DUE at the end of each 9 Weeks period to the Human Resources Department, Attention: Elizabeth Rojas at erojas@saisd.net.

Mentor: ______________________________________ Campus: _______________________

Protégé: ______________________________________ Campus: _______________________

Mentors and Protégés must meet at least once every week. Mentors are encouraged to vary the focus of meetings in order to provide well-rounded support for their protégés.

Date Mentor was first assigned: _____________

Notes/Concerns: ________________________________________________________________

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<th>Time of Meeting</th>
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