Appendix F

Major Tasks of Mentors and Coaches

In transforming student and learning supports, the essential role of coaches and mentors is to prepare leaders to

- Deepen understanding of and enhance committed readiness for what is involved in
  > unifying & developing a comprehensive learning supports system
  > making systemic changes
- Establish and build the capacity of the administrative leader for the learning supports component and of a Learning Supports Leadership Team
- Engage a critical mass of key stakeholder groups (building interest and consensus for the work and garnering feedback and support)
- Guide development of a design document and strategic system change plan
- Establish and build the capacity of a set of system change mechanisms
- Build the capacity of work group(s) to
  > map prevailing status of student and learning supports within the district (e.g., current activity, gaps, redundancies, priority needs, etc.) using the intervention framework in the design document
  > analyze the resource map and priority needs and recommend
    >> how to unify the work into a system
    >> yearly priorities for developing the system into a comprehensive approach
  > analyze and recommend changes that fit with the design for a unified and comprehensive system of learning supports with respect to
    >> current policies (bulletins, guidelines, etc.)
    >> current operational infrastructure
    >> current programs and initiatives
    >> possible ways to redeploy resources
    >> adapt benchmarks & mechanisms to monitor progress at district/school levels
- Provide a set of recommendations for change that will be submitted to the agency head (e.g., changes in policy and operational infrastructure)
- Fully integrate the system as a primary and essential component of school improvement
- Enhance component visibility, communication, sharing, and problem solving (e.g., within the district and beyond)
- Establish a system for continuous quality improvement and evaluation of impact and integrate it into regular planning, evaluation, and accountability
- Connect resources to enhance effectiveness and achieve economies of scale (e.g., weave resources at SEA/LEA levels; connect a "Family" of schools/a feeder pattern)
- Enhance outreach to establish formal collaborative linkages with community resources
- Update and deepen resource mapping and analyses
- Plan and implement continuous capacity building and technical assistance
- Celebrate progress