Assistant Principal Induction Program

To successfully prepare Assistant Principals for their assigned tasks and responsibilities, and to develop them to be instructional leaders who are able to positively impact school culture and student achievement.

The Assistant Principal Induction Program (APIP) is the second formal step along the Hillsborough Principal Pipeline (HPP) and includes:

- One-year course of study
- Mentoring from a trained Assistant Principal mentor

After completing the Future Leaders Academy, which is the first step in HPP, candidates are eligible to become an Assistant Principal. Upon appointment as an Assistant Principal, participants immediately enter the one-year Assistant Principal Induction Program.

The APIP involves job-embedded, real-world learning activities and places a heavy emphasis on collaboration with a highly-trained Assistant Principal mentor who has proven experience and success as an Assistant Principal. In conjunction with the other HPP programs, this program is aligned to state leadership standards and district Principal competencies.

Upon entering the program, participants meet with their school’s Principal to write two competency-based goals that serve to focus their growth for the upcoming school year. The induction program provides development in both leadership and technical skills.

Assistant Principal Induction Program Core Competencies:

- Achievement Focus and Results Orientation
- Instructional Expertise
- Managing and Developing People
- Culture and Relationship Building
- Problem Solving and Strategic Change Management

Mentoring

Participants are assigned an experienced Assistant Principal mentor. Mentoring and coaching both play a vital role throughout the entire HPP program.

Mentors have a proven track record for success, along with three or more years of experience in an Assistant Principal role. Participants have regular contact with their mentor and participate in collaborative coaching sessions. Mentors serve as a thought partner and help their mentees develop the best solutions and plans for accomplishing work and making a difference for teachers, students, and the community.

Once completing the APIP, aspiring leaders are eligible to apply for the Preparing New Principals program, the next step along the pipeline.
The Assistant Principal Induction Program involves a comprehensive course of study designed to give aspiring school leaders all the tools needed to become an effective and high-performing Assistant Principal.

The one-year Course of Study includes:

- A full-day introduction course to the Assistant Principal role
- One year of professional learning sessions

This course of study covers all important topics that will support the success of all Assistant Principals. Topics range from key leadership courses to specific technical and organizational courses. Each session has been designed with the Assistant Principal as the learner in mind. The sessions are relevant, timely and hands-on. They allow time for practice and collaboration with other Assistant Principals and facilitators who are current practitioners. Following the introduction course, Assistant Principals then complete a series of professional learning sessions.

Required Courses:

- Roles, Task and Responsibilities of Assistant Principals
- Using Data to Improve Outcomes
- Culturally Relevant Leadership
- Providing Effective Feedback and Coaching to Improve Teacher Effectiveness
- Appreciative Education and Growth Mindset to Drive School Improvement
- Involving Students for School Improvement
- Improving School Culture and Setting Goals for Improvement

“The coursework offered through the Assistant Principal Induction Program has been crucial to my success as an Assistant Principal. The program design offers the perfect balance of foundational training to support immediate practice along with philosophical coursework to inspire long-term growth and reflection.”

- Sarah Garcia, Principal, Lanier Elementary
# Course List

<table>
<thead>
<tr>
<th>Topics</th>
<th>Overview</th>
</tr>
</thead>
<tbody>
<tr>
<td>Roles, Task and Responsibilities of Assistant Principals</td>
<td>Overview of the Induction Program, Role of the AP Mentor, Transitioning to the role of the AP</td>
</tr>
<tr>
<td>Using Data to Improve Outcomes</td>
<td>Learning Management Systems, Conducting Data Chats</td>
</tr>
<tr>
<td>Culturally Relevant Leadership</td>
<td>Equitable Practices, Improving School Culture, Improving Student Outcomes</td>
</tr>
<tr>
<td>Providing Effective Feedback and Coaching to Improve Teacher Effectiveness</td>
<td>Feedback Models, Use of Coaching to Advance Teacher Practice</td>
</tr>
<tr>
<td>Appreciative Education and Growth Mindset to Drive School Improvement</td>
<td>Building Consensus and Positive Culture, School Improvement and Change Management</td>
</tr>
<tr>
<td>Involving Students for School Improvement</td>
<td>Student Voice for Improved Engagement, Student – Teacher Collaboration</td>
</tr>
<tr>
<td>Improving School Culture and Setting Goals for Improvement</td>
<td>Analyzing Climate data, SCIP Results, Discipline Trends, Strategies for Building a Positive Staff</td>
</tr>
</tbody>
</table>
Mentoring

At this stage of the Hillsborough Principal Pipeline, mentoring plays a big role in the development of aspiring school leaders. Hillsborough Schools is embracing, investing in, and deploying programs that ensure all school leadership have the support they need throughout their journey.

During the Assistant Principal Induction Program, participants are assigned an experienced Assistant Principal mentor.

The Assistant Principal mentor is an experienced school leader who has been successful and knows the challenges of being new to the Assistant Principal position. Their knowledge and skills can help accelerate learning and increase capacity to be a highly-effective school leader. They serve as a resource to support development during the first year as an Assistant Principal.

Along with their bi-weekly mentoring sessions, Assistant Principals in the APIP program also receive daily mentoring from their school Principal and current school Assistant Principal to help them achieve their leadership goals.

“For one year I participated in the Assistant Principal Induction Program and worked with my mentor, a veteran Assistant Principal who guided me through the process. This mentorship helped me tremendously and gave me the opportunity to learn from her experience, and it also provided a valuable resource at hand whenever I needed it. The communication with my mentor continued throughout the program; she is always willing to lend her advice and evaluate my progress. Overall, it has been a valuable and rewarding experience.”

- Pablo Gallego, Principal, Pierce Middle School