



ANNUAL REPORT 2022

# INSTRUCTIONAL LEADERSHIP PROGRAMME

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@ILProgramme

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## *National Steering Committee Members*

Ms. Joan Russell, Education Research Officer (ETBI) (Chairperson)

Ms. Sarah Buckley, Graduate & Principal, Schull Community College, Cork

Dr. Sharon Coffey, Graduate & Principal, Coláiste Aindriú, Carlow

Ms. Gillian Doyle, Graduate & Teacher, St. Fiaccs National School, Carlow

Ms. Siobhain Grogan, Graduate & Teacher, Gael Choláiste Chill Dara, Naas

Ms. Anne Mc Hugh, Chief Executive, Donegal ETB

Mr. Gerry Maloney, Graduate & Retired Teacher, St. David's Holy Faith Secondary School, Greystones

Dr. Finn Ó Murchú, Head of Education Department, Mary Immaculate College

Mr. Gerard O' Sullivan, Graduate & Education Officer, NCCA

Mr. Eugene Power, Graduate & Retired Principal, St. Declan's Community College, Kilmacthomas

Ms. Niamh Broderick, Graduate & Principal, St. Leo's College, Carlow

Dr Rebecca Saunders, Assistant Professor in Education, Mary Immaculate College, Thurles

Ms. Veronica Walsh, Deputy Principal, Coláiste Treasa, Kanturk, Co. Cork

Ms. Paula Fitzpatrick, IL Administrator, Education and Training Board Ireland

## ***Sub-Committee Members***

### **Partnerships at National and International Level**

Ms. Anne McHugh (Chairperson)

Dr. Sharon Coffey

Ms. Joan Russell

Ms. Veronica Walsh

Dr. Rebecca Saunders

### **Planning for the Sustainable Delivery of the Programme**

Ms. Niamh Broderick (Chairperson)

Mr. Gerard O' Sullivan

Ms. Gillian Doyle

### **Research**

Ms. Joan Russell (Chairperson)

Dr Sharon Coffey

Dr. Finn Ó Murchú

Dr. Rebecca Saunders

### **Support Structure for Graduates**

Ms. Sarah Buckley (Chairperson)

Ms. Siobhain Grogan

Mr. Eugene Power

Mr. Gerry Maloney

## Committee Meetings 2022

The Steering Committee met on the following dates:

20 <sup>th</sup> January 2022	- <a href="#">Minutes</a>
22 <sup>nd</sup> March 2022	- <a href="#">Minutes</a>
27 <sup>th</sup> April 2022	- <a href="#">Minutes</a>
28 <sup>th</sup> June 2022	- <a href="#">Minutes</a>
20 <sup>th</sup> September 2022	- <a href="#">Minutes</a>

Sub- Committee met on the following dates:

Sub- Committee:	
Partnerships at National and International Level	17 <sup>th</sup> January 2022 26 <sup>th</sup> January 2022 1 <sup>st</sup> February 2022 11 <sup>th</sup> February 2022 23 <sup>rd</sup> February 2022 14 <sup>th</sup> June 2022 1 <sup>st</sup> July 2022 14 <sup>th</sup> July 2022 19 <sup>th</sup> July 2022 15 <sup>th</sup> September 2022 19 <sup>th</sup> December 2022
Planning for the Sustainable Delivery of the Programme	23 <sup>rd</sup> February 2022 9 <sup>th</sup> May 2022
Research	27 <sup>th</sup> April 2022 27 <sup>th</sup> May 2022 17 <sup>th</sup> August 2022 11 <sup>th</sup> November 2022 2 <sup>nd</sup> December 2022 13 <sup>th</sup> December 2022 20 <sup>th</sup> December 2022
Support Structure for Graduates	11 <sup>th</sup> January 2022 24 <sup>th</sup> March 2022

## Introduction

The *Instructional Leadership Programme (ILP)*, facilitated by Professor Barrie Bennett through Education and Training Boards Ireland (ETBI), is a programme of professional learning aimed at enhancing teaching and learning at primary, post-primary, and further education levels.

In 2021, The IL Programme National Steering Committee published a strategic plan aimed at further developing the programme. The plan, 2021 – 2023, set out actions under four key priority areas:

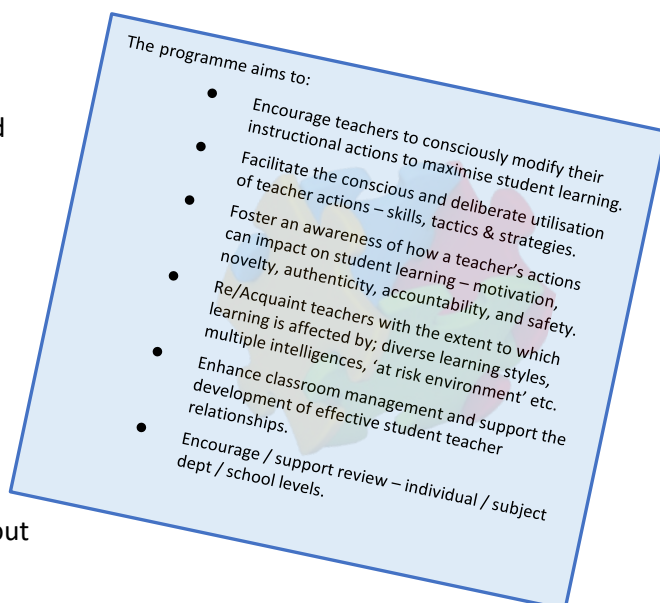
- Develop a plan for the sustainable delivery of the programme.
- Develop a support structure for graduate school leaders and graduate teachers.
- Facilitate and support Research and Evaluation.
- Develop partnerships at National and International levels.

While 2020 was a period of challenge due to COVID 19 and the subsequent curtailment of activities, members of the Steering Committee and the IL administrator worked tirelessly to support the programme development and delivery.

We are pleased to publish this report, which outlines the progress made for the actions set out under each of the priority areas.



Joan Russell  
Chairperson  
National Steering Committee  
January 2023



## *Strategic Priorities 2021 – 2023*



- **Develop a plan for the sustainable delivery of the programme.**

The targets set under this priority aim to identify actions that will enable the delivery of the programme, to meet the demand, across a range of scenarios, at primary, post-primary, and FET level.

- **Develop a support structure for graduate school leaders and graduate teachers.**

The targets set under this priority aim to identify actions, IT based and otherwise, to support graduates in the implementation and the sharing of their learning within their own context and across schools at regional and national level.

- **Facilitate and support Research and Evaluation.**

The targets set under this priority aim to identify actions that will inform the design and delivery of the programme.

- **Develop partnerships at National and International level.**

The targets set under this priority aim to identify and work with key partners across the education system to support schools; education partners; and policy development and implementation.

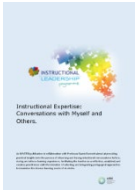
Action:	Outcome 2022:
Continue to work with Professor Barrie Bennett in the design and delivery of the Programme.	<ul style="list-style-type: none"> <li>The March Sessions for Cohorts 12,13,14, &amp; 15 were deferred due to COVID 19</li> <li>The Sessions resumed in October 2022. Cohort 12 graduated Cohort 13 completed Session 2 Cohort 14 completed Session 2 Cohort 15 completed Session 1</li> </ul> <p>See photographs on page 15</p>
Develop a <i>Programme Support Plan</i> for <ul style="list-style-type: none"> <li>The identification and training of graduates of the programme to support in the delivery of the programme.</li> <li>Provide alternative modes of delivery for varying audiences.</li> </ul>	<ul style="list-style-type: none"> <li>This action is still work in progress.</li> </ul>
Align the programme with Cosán – Framework for Teachers’ Learning	<ul style="list-style-type: none"> <li>A new module, <i>Professional Reflection</i> has been added to the IL Programme for Cohort 15.</li> <li>Cohort 15 commenced their IL journey with a workshop on developing an understanding of:               <ul style="list-style-type: none"> <li>Where the ILP sits within the Cosán - Framework for teachers’ learning.</li> <li>Professional Reflection and the benefit to their own learning and that of their student.</li> <li>Professional Reflection Tools.</li> </ul> </li> <li>The impact of this module on the participants learning and practice of the ILP is part of a longitudinal research study conducted by Dr Rebecca Saunders and Dr Sharon Coffey. Please see page 12 for the Research Plan.</li> </ul>
Further develop the programme for primary level.	<ul style="list-style-type: none"> <li>The programme was offered as a Summer Course through the Limerick Education Centre.</li> </ul>



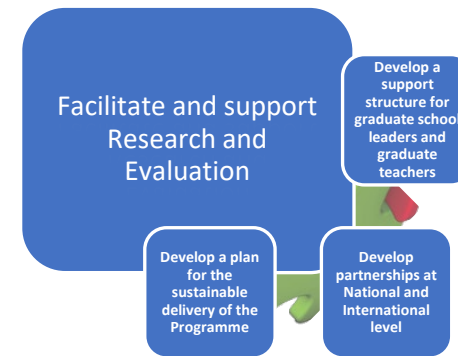


Action:	Outcome 2022:
Further develop the website	<ul style="list-style-type: none"> <li>The website is regularly updated with notices and resources. <a href="http://www.instructionalleadership.ie">www.instructionalleadership.ie</a></li> </ul>
Create a greater presence on social media (Twitter & Instagram)	<ul style="list-style-type: none"> <li>A Twitter plan for 2022 was developed and implemented</li> </ul> <p>Please see the analytics on page 13 /14</p> <ul style="list-style-type: none"> <li>An Instagram account has been set-up.</li> </ul>
Host an Annual Conference for Senior and Middle Leaders during June	<ul style="list-style-type: none"> <li>A Senior and Middle Leaders Conference, <i>Connecting, Collaborating and Co Creating the Future as a Team</i>, was hosted on 13<sup>th</sup> June 2022. Dr Zachary Walker, University College, London (UCL) facilitated the day.</li> <li>Due to the success of the day and the demand for a follow-up session was hosted on 14<sup>th</sup> November 2022.</li> </ul>
Annual National Conference	<ul style="list-style-type: none"> <li>Conference was deferred because of COVID-19 restrictions. However, a plan for the 2023 Conference was put in place for 24<sup>th</sup>/25<sup>th</sup> February 2023.</li> </ul>
Publish online newsletters	<ul style="list-style-type: none"> <li>No Newsletter was issued in 2022</li> </ul>
Establish regionally based support networks	<ul style="list-style-type: none"> <li>Deferred to 2023</li> </ul>
Publish resources for schools	<ul style="list-style-type: none"> <li>Resources and articles were created and uploaded to the IL website. <a href="http://www.instructionalleadership.ie">www.instructionalleadership.ie</a></li> </ul>



Explore the possibility of accrediting IL schools	Ongoing
Establish an online forum to support teaching and learning conversations between teachers across schools.	<ul style="list-style-type: none"> <li>• Two Teachmeet were hosted in 2022 <ul style="list-style-type: none"> <li>○ Co-operative Learning in the Classroom during the challenges of COVID - 18<sup>th</sup> January 2022.</li> <li>○ Teams Games Tournament - a cooperative learning strategy 29<sup>th</sup> March 2022.</li> </ul> </li> </ul>
Edit <i>Instructional Leadership – Building Instructional Expertise for the Classroom</i> for the Irish Context	<ul style="list-style-type: none"> <li>• The book was edited for the Irish context and includes photos and student work submitted from schools participating in the IL Programme. It was launched in October 2022.</li> </ul> 
Team Based Learning Programme	<ul style="list-style-type: none"> <li>• A new professional learning programme, <i>Team Based Learning</i>, was developed. Registration commenced in November 2022 and the programme will commence in January 2023.</li> </ul>
Instructional Conferencing and Coaching Programme	<ul style="list-style-type: none"> <li>• A new professional learning programme, <i>Instructional Conferencing and Coaching</i>, was developed. It will be launched at the National Conference in February 2023 and registration will commence thereafter for roll-out commencing in September 2023.</li> </ul>

Action:	Outcome 2022:
Develop a Research Plan	<ul style="list-style-type: none"> <li>• A Research Plan was developed.</li> </ul>
Conduct Research	<ul style="list-style-type: none"> <li>• Research has commenced on the impact of professional reflection on the participants learning and practice of the ILP.</li> <li>• Research has also been commenced to explore the perspectives of post-primary school teachers of the factors that contribute to effective professional learning experiences.</li> </ul>
Host a Research Conference	<ul style="list-style-type: none"> <li>• Deferred to Q1 2025.</li> </ul>



Action:	Outcome 2022:
Establish partnerships with relevant organisations to support the development of the Programme and provide access to it by varying audiences.	<p>Partnerships have been established with:</p> <ul style="list-style-type: none"> <li>• Teaching Council</li> <li>• NAPD</li> <li>• DRUSTVO RAVNATELJ, Slovenia</li> <li>• NCCA</li> </ul> <p>Leargás approved funding for the ILP, under KA210-SCH - Small-scale partnerships in school education. The funding will support the partnership between the ILP, NAPD, and DRUSTVO RAVNATELJ, Slovenia, which aims to develop and implement a programme <i>Developing Principals and Deputy Principals as Instructional Leaders in Post-Primary Schools</i>. The development of the programme will commence in Q1 2023.</p>
Explore the establishment of a partnership with Northern Ireland	<ul style="list-style-type: none"> <li>• This action is paused due to the volume of projects being actioned.</li> </ul>
Further develop the IL Learner Voice Project in partnership with the NCCA	<ul style="list-style-type: none"> <li>• A plan is in place to recommence this project, which was paused during COVID 19.</li> </ul>



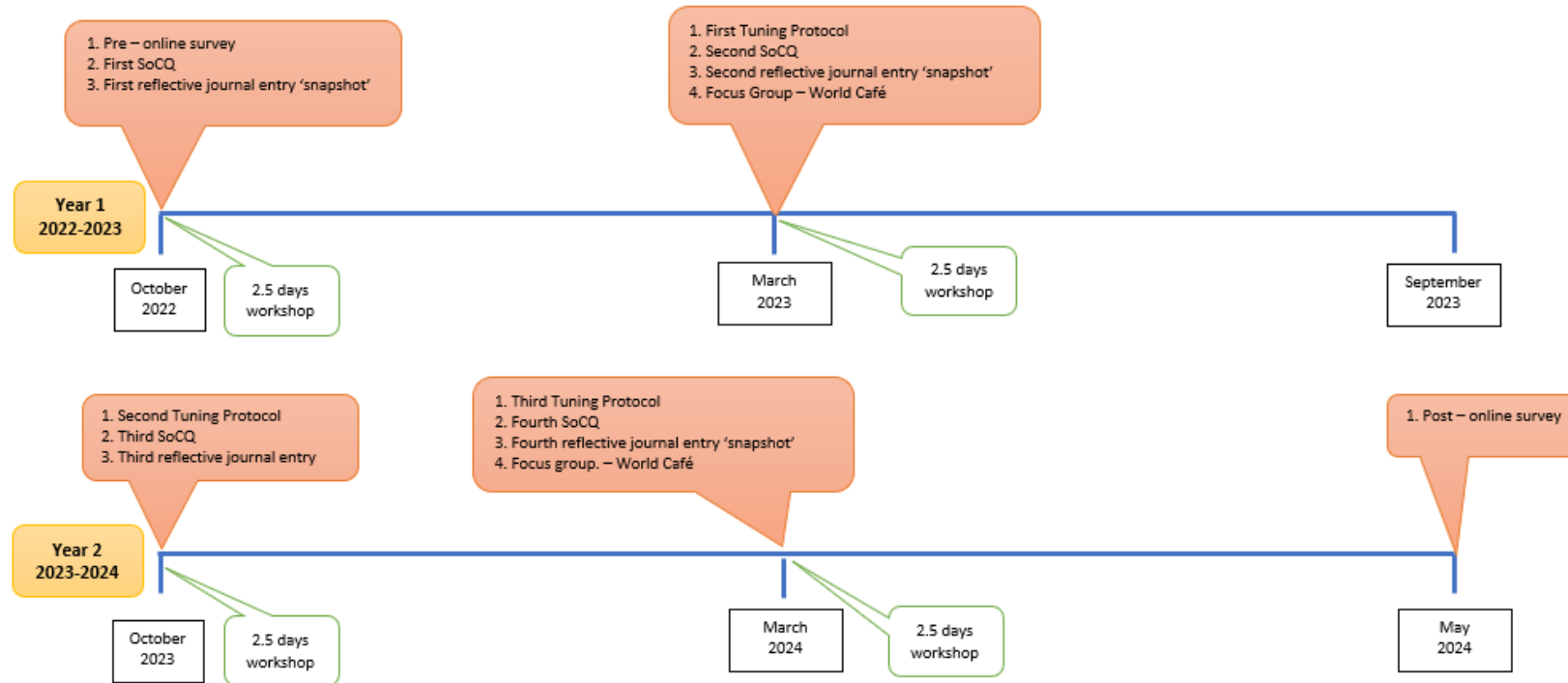
## Instructional Leadership Reflection – Research Design

Approach:

Sequential Mixed Methods Longitudinal Design

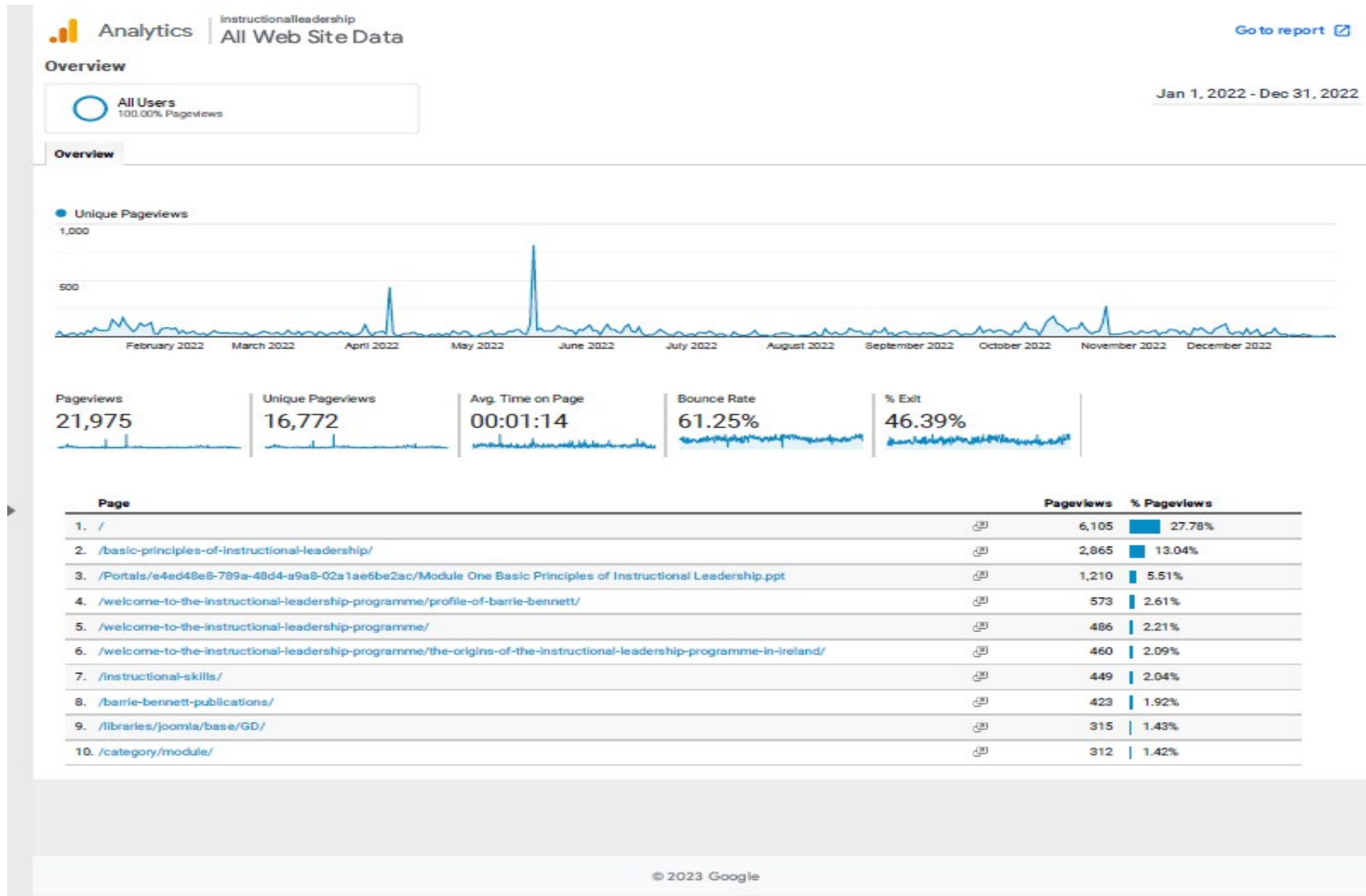
Methods & Instruments:

1. Pre and Post Online survey (Quant & Qual) x2
2. Stages of Concern Questionnaire (SoCQ) (Quant) x 4
3. Reflective Tuning Protocols with artefacts – small group (Qual) x3
4. Excerpts from reflective journals ‘snapshots’ (Qual) x 4?
5. Focus groups – World Café (Qual) x2



IL Reflection Research Project – Research Design Draft v1. R. Saunders Sept 2022

Website and Social Media Analytics [IL Website Analytics](#)



## Website and Social Media Analytics - IL Twitter Analytics



Account home

ILP @ILProgramme

Followers  
1,769 ↑1



Month	Tweets	Tweet impressions	Profile visits	Mentions	New followers
<b>JAN 2022 SUMMARY</b>	11	22K	2,673	9	22
<b>FEB 2022 SUMMARY</b>	5	3,698	2,026	1	25
<b>MAR 2022 SUMMARY</b>	16	13.5K	2,000	2	19
<b>APR 2022 SUMMARY</b>	5	4,802	1,120	1	4
<b>MAY 2022 SUMMARY</b>	19	12.1K	2,224	3	12
<b>JUN 2022 SUMMARY</b>	12	18.1K	5,452	41	51
<b>JUL 2022 SUMMARY</b>	3	2,543	938	3	21
<b>AUG 2022 SUMMARY</b>	3	1,534	514	-2	
<b>SEP 2022 SUMMARY</b>	839	618	2	4	
<b>OCT 2022 SUMMARY</b>	18	30.1K	7,280	43	61
<b>NOV 2022 SUMMARY</b>	8	13K	978	8	8
<b>DEC 2022 SUMMARY</b>	5	4,933	552	1	1





Cohort 15



Cohort 13 Session 2



Cohort 14 Session 2

## Photo Gallery



IL Conference June 13<sup>th</sup>  
Dr Zachary Walker



IL Book Launch



Cohort 15 Session 1



Cohort 15 Session 1



Cohort 12 Graduation



Instructional Pillars 14<sup>th</sup> Nov  
Dr Zachary Walker



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