



ANNUAL REPORT 2023

INSTRUCTIONAL LEADERSHIP PROGRAMME

www.instructionalleadership.ie

 @ILProgramme

Table of Contents

National Steering Committee Members	2.
Introduction	5.
Strategic Priorities, 2023 – 2026	6.
Report - Further Progress and Implement a plan for the sustainable delivery of the IL programme.	8.
Report - Implement a Support Structure for Graduate School and Teacher leaders.	9.
Report - Facilitate and Support Research and Evaluation.	10.
Report - Nurture Partnerships at National and International level.	11.
Report - Develop and Advance Professional Learning Opportunities to support school and teacher leaders as Instructional Leaders.	12.
Appendices.	14.

National Steering Committee Members

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

Ms. Sarah Buckley, Graduate & Principal, Shull Community College, Cork (Up to 20/12/23)

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 (Up to 02/11/2023)

Ms. Anne Mc Hugh, Chief Executive, Donegal ETB

Mr. Gerry Maloney, Graduate & Retired Teacher, St. David's Holy Faith Secondary School, Greystones (Up to 13/11/2023)

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 (Up to 21/11/2023)

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) (Up to 21/11/23)

Mr. Gerard O' Sullivan

Ms. Gillian Doyle

Ms. Joan Russell

Mr. Eugene Power (as of 02/05/2023)

Dr Sharon Coffey (as of 02/05/2023)

Dr Rebecca Saunders (as of 02/05/2023)

Research

Ms. Joan Russell (Chairperson)

Dr Sharon Coffey

Dr. Finn Ó Murchú

Dr. Rebecca Saunders

Support Structure for Graduates

Ms. Sarah Buckley (Chairperson) (Up to 20/12/23)

Ms. Siobhain Grogan (Up to 02/11/23)

Mr. Eugene Power

Mr. Gerry Maloney (Up to 13/11/2023)

Dr Sharon Coffey (as of 13/11/2023)

Ms. Veronica Walsh (as of 13/11/2023)

Committee Meetings 2023

The Steering Committee met on the following dates:

19/01/2023 - Minutes
02/05/2023 - Minutes
21/06/2023 - Minutes
11/09/2023 - Minutes
13/11/2023 - Minutes

Sub- Committee met on the following dates:

Sub- Committee:	
Partnerships at National and International Level	Léargas Project Meetings 1 st February 2023 20 th February 2023 27 th February 2023 9 th March 2023 20 th March 2023 19 th February 2023 2 nd May 2023 17 th May 2023 9 th June 2023 20 th September 2023 4 th October 2023 25 th October 2023 9 th November 2023 13 th November 2023 22 nd November 2023 20 th December 2023 Peace Plus 10 th February 2023 28 th June 2023 5 th July 2023 19 th July 2023
Planning for the Sustainable Delivery of the Programme	21 st January 2023 12 th June 2023
Research	10 th January 2023 ICSEI Meetings 27 th April 2023 22 nd May 2023
Support Structure for Graduates	No meetings

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 2023, The IL Programme National Steering Committee published a strategic plan aimed to support the National Steering Committee in building on the work of the last sixteen years and to further develop the programme. The plan, 2023 – 2026, set out actions under five key priority areas:

- Further Progress and Implement a plan for the sustainable delivery of the IL programme.
- Implement a Support Structure for Graduate School and Teacher leaders.
- Facilitate and Support Research and Evaluation.
- Nurture Partnerships at National and International level.
- Develop and Advance Professional Learning Opportunities to support school and teacher leaders as Instructional Leaders.

The plan is available www.instructionalleadership.ie

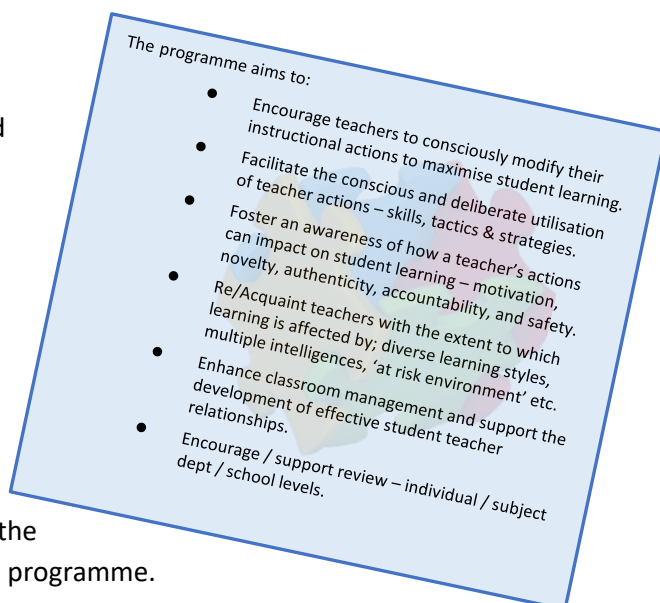
We are pleased to publish this report, which outlines the progress made for the actions set out under each of the priority areas.

I wish to extend my appreciation to Committee Members who gave tirelessly of their time, on a voluntary basis, to progress the actions set out.

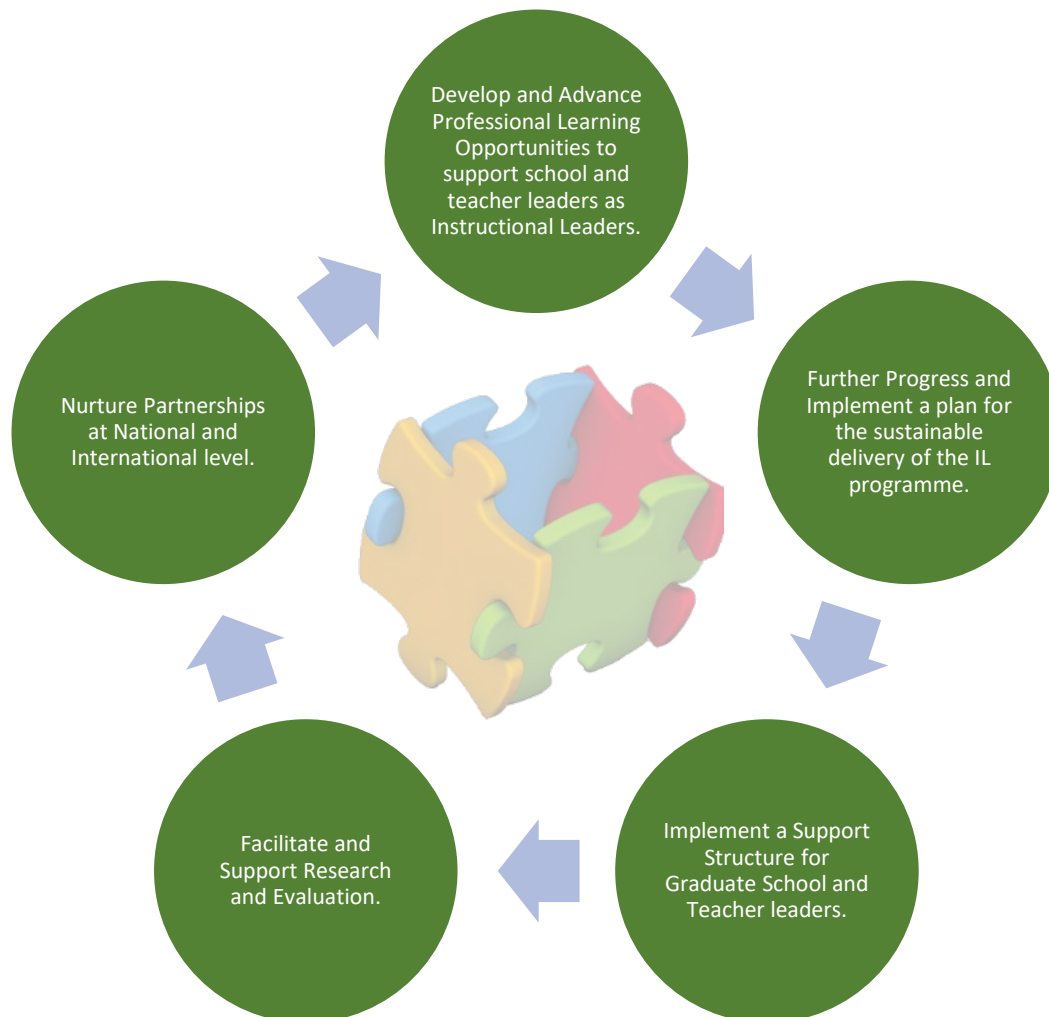
We look forward to further progressing the actions in 2024.



Joan Russell
Chairperson
National Steering Committee
May 2024



Strategic Priorities 2023 – 2026



- **Further Progress and Implement a plan for the sustainable delivery of the IL programme.**

The targets set under this priority aim to identify and progress actions that ensure the delivery of the IL Programme, to meet the demand, across a range of contexts, at primary, post-primary, and FET levels.

- **Implement a Support Structure for Graduate School and Teacher leaders.**

The targets set under this priority aim to facilitate individual and collaborative professional learning of graduate school and teacher leaders at regional and national levels.

- **Facilitate and Support Research and Evaluation.**

The targets set under this priority aim to identify actions that will facilitate ongoing research with a view to:

- Informing policy and practice relating to the ILP
- Contributing to the field of educational research
- Enhancing the learning and practice of school and teacher leaders

- **Nurture Partnerships at National and International level.**

The targets set under this priority aim to maintain and nurture relationships with national and international partners with a view to supporting professional learning and the implementation of national policy at school level.

- **Develop and Advance Professional Learning Opportunities to support school and teacher leaders as Instructional Leaders.**

The targets set under this priority aim to consolidate the delivery of existing programmes as well as designing and facilitating new professional learning opportunities for schools.

Action:	Outcome 2023:
<p>Continue to work with Professor Barrie Bennett in the design and delivery of the Programme.</p>	<ul style="list-style-type: none"> The March Sessions for Cohorts 13,14, & 15 Cohort 13 completed Session 3 Cohort 14 completed Session 3 Cohort 15 completed Session 2 The October Sessions for Cohorts 13,14, & 15 Cohort 13 completed Session 4 and graduated. Cohort 14 completed Session 4 and graduated. Cohort 15 completed Session 3 <p>See photographs on page 17</p>
<p>Develop a <i>Programme Support Plan</i> for</p> <ul style="list-style-type: none"> The identification and training of graduates of the programme to support in the delivery of the programme. Provide alternative modes of delivery for varying audiences. 	<ul style="list-style-type: none"> The plan has been approved by the Steering Committee and it is anticipated that it will be enacted in 2024. An alternative delivery schedule is in place for the primary sector.
<p>Align the programme with Cosán – Framework for Teachers’ Learning</p>	<ul style="list-style-type: none"> A module, <i>Professional & Collaborative in practice</i> has been included in the IL Programme for Cohort 15 and future cohorts. This module aims to: <ul style="list-style-type: none"> Give participants an understanding of professional & collaborative reflection. Provide them with a range of reflection tools. Model and practice professional & collaborative reflection through the programme.



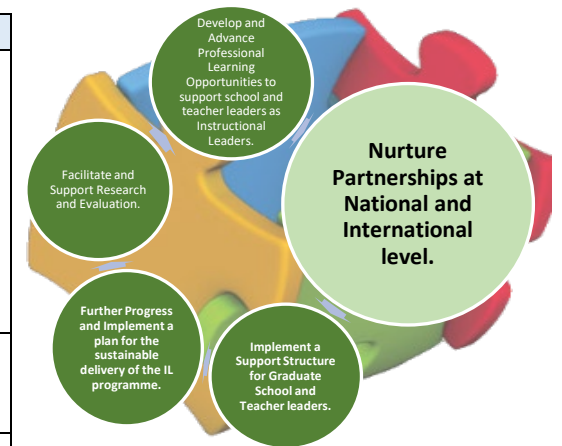
Action:	Outcome 2023:
Further develop the website	<ul style="list-style-type: none"> The website is regularly updated with notices and resources. www.instructionalleadership.ie Please see the analytics on page 14
Create a greater presence on social media (Twitter & Instagram)	<ul style="list-style-type: none"> A Twitter plan for 2023 was developed and implemented. Twitter 2023 Please see the analytics on page 15
Annual National Conference	<ul style="list-style-type: none"> National Conference 2023 was held on the 24th and 25th February 2023 in the Mount Wolseley Hotel, Tullow Carlow Agenda - IL National Conference 2023.jpg Please see pictures on page 16
Publish online newsletters	<ul style="list-style-type: none"> There was 1 newsletter published in 2023. Newsletter Issue 16.pdf
Establish regionally based support networks	<ul style="list-style-type: none"> Deferred to 2024
Publish resources for schools	<ul style="list-style-type: none"> Resources and articles were created and uploaded to the IL website. www.instructionalleadership.ie
Explore the possibility of accrediting IL schools	<ul style="list-style-type: none"> Ongoing
Establish an online forum to support teaching and learning conversations between teachers across schools.	<ul style="list-style-type: none"> Deferred to 2024



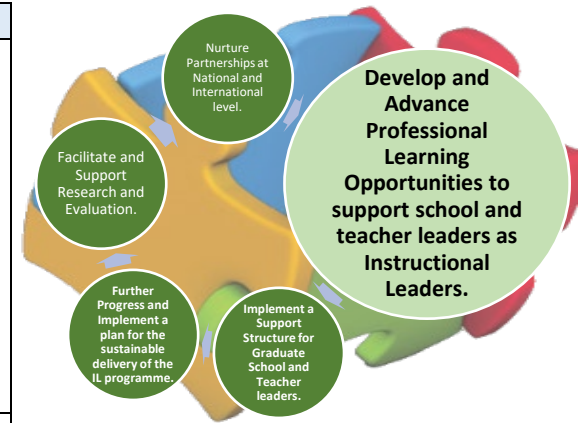
Action:	Outcome 2023:
Develop a Research Plan	<ul style="list-style-type: none"> The Research Plan is available on the website. Instructional Leadership Programme Research Plan.pdf
Conduct Research	<ul style="list-style-type: none"> Research on the impact of professional & collaborative reflection on the participants learning and practice of the ILP is ongoing. Data has been gathered. Research on exploring the perspectives of post-primary school teachers of the attributes of effective professional learning opportunities is ongoing. Data has been gathered and analysed.
Host a Research Conference	<ul style="list-style-type: none"> Deferred to Q2 2026.



Action:	Outcome 2023:
<p>Establish partnerships with relevant organisations to support the development of the Programme and provide access to it by varying audiences.</p>	<p>Partnerships have been established with:</p> <ul style="list-style-type: none"> • Teaching Council • NAPD • DRUSTVO RAVNATELJ, Slovenia • NCCA • Limerick Education Centre
<p>Explore the establishment of a partnership with Northern Ireland</p>	<ul style="list-style-type: none"> • An application was submitted. The response is awaited.
<p>Further develop the IL Learner Voice Project in partnership with the NCCA</p>	<ul style="list-style-type: none"> • This action was paused for 2023.



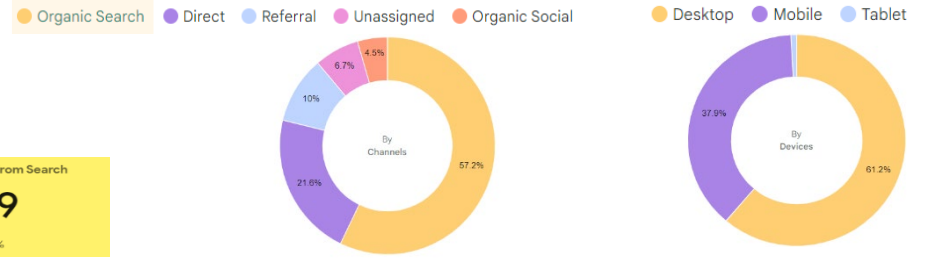
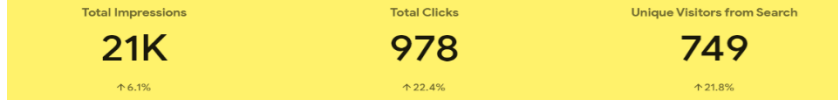
Action:	Outcome 2023:
<p>Team Based Learning Programme</p>	<ul style="list-style-type: none"> A new professional learning programme, <i>Team Based Learning</i>, was developed in partnership with Dr Zachary Walker, UCL, UL. 35 schools registered for Cohort 1. Session 1 – 17th January 2023 Session 2 – 18th May 2023 Session 3 – 4th December 2023 35 Schools graduated Cohort 1. Cohort 2 is scheduled for 2024 <p>Please see pictures on page 16</p>
<p>Peer Instructional Conferencing and Coaching Programme</p>	<ul style="list-style-type: none"> A new professional learning programme, <i>Peer Instructional Conferencing and Coaching</i>, facilitated by Dr Rebecca Saunders, was developed. It was launched at the National Conference in February 2023. 13 Schools / 39 Participants registered. Session 1 was held on 21st & 22nd Sept 2023 Session 2 & 3 are scheduled for 2024 <p>Please see pictures on page 16</p>
<p>Lasair; Supporting Principals and Deputy Principals as Instructional Leaders</p>	<ul style="list-style-type: none"> (ILP) has partnered with the NAPD and DRUSTVO RAVNATELJ, an association of school leaders in Slovenia, to develop a programme to support principals and deputy principals as instructional leaders. Leargás approved funding for the ILP, under KA210-SCH - Small-scale partnerships in school education. In partnership, a programme <i>Lasair - Supporting Principals and Deputy Principals as Instructional Leaders</i> in Post-Primary Schools has been drafted. The aim of the programme is to provide Post-Primary Senior



	<p>Leadership Teams with core skills, key competencies, and resources that are significant in the leadership of teaching and learning, towards improving student learning outcomes.</p> <ul style="list-style-type: none"> • A stakeholders event with representatives of the Department of Education, Teaching Council and Teacher Unions was held on December 1st. • The pilot of the programme will commence in Q1 2024 with 12 schools at cross sectoral post-primary level.
<p>Further develop the programme for primary level.</p>	<ul style="list-style-type: none"> • The DE approved the ILP as a summer course for primary school teachers in 2022. The programme has been rebranded and reorganised for delivery in July 2024. <i>Eochair– the key to happy, active, and inclusive classrooms</i> has been designed to support teachers with the implementation of the new primary curriculum. • The programme will be launched in March 2024.

Website and Social Media Analytics – IL Website

Search traffic for 90-day period



Top search queries for your site	Clicks	Impressions
1. instructional leadership	62	821
2. instructional leadership programme	59	105
3. barrie bennett	33	181
4. instructional skills	26	544
5. principles of instructional leadership	22	78
6. instructional leadership in education	14	103
7. framing questions	12	408
8. teams games tournament	9	191
9. instructional skills in teaching	6	72
10. instructional leadership theory	5	178

Impressions - Impressions represent the total count of times digital content is displayed on a user's screen and how many times it is viewed.

Difference between impressions and total views - "**Impressions**" typically represent the frequency with which your content is displayed on a user's screen. "Total Views" signify that the user interacted with the content.

Total Clicks - is the total number of times that a specific link or article has been clicked by any of the People that visited your website.

Unique Visitor - is a term used in analytics which refers to a person who has visited the website at least once and is counted only once in the reporting time period

Website and Social Media Analytics – IL Twitter Analytics

Monthly Statistics

Follower Statistics

As of 31/12/2022 – 1,769 Followers
 As of 31/12/2023 – 1,956 Followers
Up 187 Followers

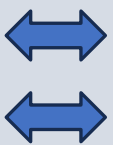


December 2023 - reporting period

DEC 2023 SUMMARY

Post impressions: 10.8K

New followers: -



Statistics


Engagement Rate: 1.8%

Link Clicks: 10

Retweets without comment: 25

Likes: 69

Top Post

	Impressions	Engagements	Engagement rate
 ILP @ILProgramme · Dec 6 Thank you, Ms. Breda Jennings -Fingal Community College for sharing your Team Based Learning story. We are currently talking expressions of interest for Cohort 2, commencing in 2024. To register your interest Email: admin@instructionalleadership.ie @ETBIreland @drzacharywalker pic.twitter.com/6WTzOFElJc	2,864	142	5.0%

Post Impressions - Twitter Impressions are the number of times a tweet has been seen by users on the social media platform.

Profile Visits - Profile visits refer to the number of times other Twitter users visit your account's profile page in the Twitter app or its website over a certain period. These are users who clicked your profile to learn more about you.

Engagement Rates - Total number of times a user interacted with a Tweet. Clicks anywhere on the Tweet, including Retweets, replies, follows, likes, links, cards, hashtags, embedded media, username, profile photo, or Tweet expansion.

Mentions - is when a Twitter user includes another user's handle in their tweet, using the '@' symbol followed by the username (e.g., @username).

Photo Gallery



Peer Instructional Conferencing and Coaching Programme



Team Based Learning Programme



IL National Conference 2023



Cohort 15



Photo Gallery

Cohort 15



Cohort 13 Mini Lesson



Cohort 13 Graduation

Cohort 14 Graduation



Cohort 14 Mini Lesson

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