



Annual Report

2015-16



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FÁILTE ÓN STIÚRTHÓIR

WELCOME FROM THE DIRECTOR



On behalf of all involved in the Centre for School Leadership (CSL), I am delighted to present our first Annual Report for 2015-16.

Mary Nihill

There is wide agreement that school leadership is second only to the quality of teaching as the most important school-based variable in the learning outcomes achieved by students. Therefore, the decision by the Department of Education and Skills to invite the two professional bodies representing school leaders, the Irish Primary Principals' Network (IPPN) and the National Association of Principals and Deputy Principals (NAPD), to establish the Centre for School Leadership in September 2015 was indeed a recognition of the importance of supporting those aspiring to positions of leadership in schools as well as those already in situ.

The first year for CSL has been a very productive one which has seen the Centre make significant progress in the areas of focus outlined in the Memorandum of Understanding agreed between the DES, IPPN and NAPD. I hope you will enjoy learning more about our progress to date. Already, we have a lot to be proud of, and that is down to the hard work of our small team, and also to the support we have received from colleagues across the education sector.

I wish to acknowledge the tremendous support of both the Steering Committee and the Implementation Group in progressing the priority areas during our first year. In particular, I would like to pay tribute to Dr. Áine Lawlor and Margarita Boyle, the respective chairpersons of these two groups, and to Pat Hanrahan and the staff at Clare Education Centre for their support.

The work outlined in this report could not have been achieved without the vision, passion, expertise and dedication of the two CSL Deputy Directors, Anna Mai Rooney (primary) and Máire Ní Bhróithe (post-primary).

CSL aims to support leaders at every level in our schools to make a difference to the outcomes for children and young people. As we grow, we look forward to working with you to make this a reality.


Mary Nihill
Director



As Chairperson of the Steering Committee for the Centre for School Leadership (CSL), I am delighted to contribute to the Annual Report.

Dr. Áine Lawlor

The establishment of the CSL in 2015, following the report of the Department's Leadership Working Group in 2014, was a significant landmark in progressing formal support for leadership in Irish schools. The unique partnership of the Department of Education and Skills (DES), IPPN and NAPD underpins the CSL's unity of approach to supporting leadership across the primary and post-primary sectors. These three bodies have been to the fore in supporting school leadership for many years and their combined experience and expertise are invaluable to the work of CSL.

I would like to acknowledge the work of many other bodies in providing programmes and facilitating opportunities for leadership development, namely, Universities and Colleges of Education, Management and Patron bodies, Teacher Unions, Education Centres, the Professional Development Service for Teachers and, formerly, other DES Support Services.

During this 3-Year Pilot Programme, the emphasis is on supporting school principals. This is not to deny the aspiration that deputy principals, and all teachers in leadership roles in their schools, will be accommodated in the future.

CSL is setting the foundation across three areas: mentoring for newly appointed principals; coaching for principals who identify their need for this service and a third-level accredited Programme for Aspiring Leaders.

The response of principals, current and recently retired, who have come forward as mentors, shows magnificent generosity of spirit, particularly in light of their busy schedules and heavy workloads. CSL owes them a debt of gratitude. Thank you one and all.

I would also like to thank the members of the Steering Group for sharing their time and expertise so willingly and for being so co-operative at all times. Thank you to the members of the Implementation Group, chaired by Margarita Boyle, for undertaking the work of bringing policy to practice in their direction of CSL. Thank you to Pat Hanrahan, Director of Clare Education Centre, and his colleagues for hosting CSL and providing administrative support.

The success to date of CSL is particularly due to the inspirational leadership of Mary Nihill, the Director, supported by Deputy Directors Anna Mai Rooney (primary) and Máire Ní Bhróithe (post-primary). All three bring a

wealth of experience as school principals, as active members of their professional bodies, and as facilitators of professional development for teachers. Their vision for CSL is based on their personal and professional beliefs and values in relation to school leadership. Their work on behalf of CSL is undertaken with passion and zeal in a spirit of positivity, good humour, understanding and selflessness. Mile buíochas don triúr agaibh,

Le gach dea-ghuí

Dr. Áine Lawlor
Chairperson

MEET THE TEAM

DIRECTOR



Mary Nihill started her career in education as a second level Science and Maths teacher. She was appointed principal in St. Paul's Secondary School Oughterard, Galway in 1993. In 2005 she was seconded as Assistant National Coordinator to the Leadership Development for Schools (LDS) team and coordinated programmes such as Misneach - the programme for newly appointed principals, and Forbairt – a development programme for established principals and deputy principals. Mary was elected as President of the National Association of Principals and Deputy Principals (NAPD) in October 2014. Mary is Principal of Calasanctius College Oranmore Galway since 2010 and is currently on secondment from that position as National Director of the Centre for School Leadership.

DEPUTY DIRECTOR PRIMARY



Anna Mai Rooney began her teaching career in St. Patrick's Loreto Primary School in Bray in 1987, after graduating from St. Patrick's College in Drumcondra. Anna Mai taught in St. Patrick's National School, Clara, in north

Monaghan from 1992-1994, and in Scoil Mhuire, Gransha, Clones from 1994-2000. She became the teaching principal of Scoil Mhuire, Magherarney, Smithborough in 2000 where she remained until becoming an administrative principal of St. Louis GNS in Monaghan town in 2008. Anna Mai was a part-time facilitator with the Professional Development Service for Teachers (PDST) from 2006-2015. She has been a member of the Board of Directors of IPPN and a part time facilitator with the Professional Development Service for Teachers from 2006 - 2015.

DEPUTY DIRECTOR POST PRIMARY



Máire Ní Bhróithe was educated by the Loreto order, is a graduate of UCD and taught Gaeilge and Maths in schools in Wicklow, Monaghan and Kildare from 1981 onwards. She was appointed the first deputy principal of St Peter's College, Dunboyne Co. Meath

in 1995, moved to Castlecomer Community School as principal in 2002 and moved again in 2005 to become the founding principal of Ratoath College in Co. Meath. In 2013, she became the Education and Leadership Officer of Louth Meath Education and Training Board. She is the Chairperson of the Board of Management of the newly established Ballymakenny College in Drogheda, Co. Louth. Máire has experience working in all three sectors at post-primary level.

ABOUT THE CENTRE FOR SCHOOL LEADERSHIP



The decision to establish a Centre for School Leadership on a partnership basis between IPPN, NAPD and the DES represents a new departure and presents a unique opportunity for the development of a coherent continuum of professional development for school leaders. It is the shared objective that the Centre will become a centre of excellence for school leadership ensuring high quality supports are available

CSL's responsibility extends across the continuum of leadership development, commencing with pre-appointment training through to induction of newly appointed principals to continuous professional development throughout the leader's career. The Centre also advises the DES on policy in this area.

THE OVERALL VISION, MISSION AND VALUES OF CSL

VISION: Our vision is a community of school leaders who feel supported and valued as professionals and who have access to high quality continuous professional development.

MISSION: To bring our vision to reality, CSL will ensure the provision of high quality professional development opportunities for aspiring and serving school leaders, thus improving the learning outcomes for school communities.

VALUES: The Centre for School Leadership's work will be guided and informed by the values of trust, respect, collaboration, integrity, professionalism, empathy and openness.



THE CSL STEERING COMMITTEE

Back Row L to R: Linda Hogan Administrator Clare Education Centre, Caoimhe Mártín IPPN, Ciara O'Donnell Director PDST, Pairic Clerkin IPPN, Pádraig Flanagan NAPD, Dr Áine Lawlor Chair, Eddie Ward Principal Officer DES, Dr Deirdre Mathews Assistant Chief Inspector DES, Paul Byrne NAPD
Front Row L to R: Pat Hanrahan Director Clare Education Centre, Clive Byrne Director NAPD, Jan O Sullivan TD Minister for Education and Skills, Seán Cottrell CEO IPPN

FOCUS ONE

MENTORING

“Good principals aren’t born – they’re mentored”

(The Wallace Foundation)



Two hundred principals have generously given of their time and experience to become trained CSL mentors.

Of these, 135 are primary and 65 are from the post-primary sector. They have completed three residential training sessions including a Shared Learning and Celebration Day on June 14th, 2016.

The team was overwhelmed by the response to the training programme. Feedback has assured us that those who took part were energised and affirmed by the training, and felt there was much to be gained both personally and professionally. Their willingness to assist newly appointed principals, their sharing of personal experience and their desire to give something back lent an atmosphere of collegiality, well-being and hope for the future to each of the training sessions.

The programme includes formal matching of mentors and mentees by the CSL Team. CSL and PDST have been working together to incorporate mentoring as an integral part of the Misneach programme.

The team is pleased that, as a result of this training, all newly appointed post-primary principals, and newly appointed primary principals in the greater Leinster area can avail of the support of a trained mentor.

THE VISION, MISSION AND VALUES OF CSL MENTORING



OUR VISION

Our vision is a community of school leaders who feel supported and valued as professionals and who work in schools where mentoring is part of the culture of the organisation.

OUR MISSION

To bring our vision to reality, CSL will provide professional development for established school leaders, to enable them to support, challenge and empower newly appointed colleagues to fulfill their potential and to grow as independent leaders, thus improving the learning outcomes for school communities.

OUR VALUES

The Centre for School Leadership's work will be guided and informed by the values of trust, respect, collaboration, integrity, professionalism, empathy and openness.

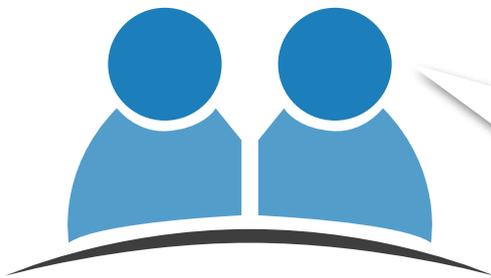
Trust - Empathy - Support - Challenge

COMMENTS FROM MENTORS

When I became a principal 7 years ago I received little formal training. I would have loved if there was a mentoring programme there for me.

I have had fantastic CPD during my training this year.

My aim is that my mentee will not go to bed at night with as many worries as I had as a new principal.



MENTEES-WHAT THEY ARE SAYING

I really appreciate that my mentor is prepared to listen and not judge me.

It is so good to have somebody who understands my concerns and fears.

It is great to know that others have had the same challenges and have survived.



FOCUS TWO

COACHING

UNLOCKING POTENTIAL

A SUPPORT SERVICE FOR SCHOOL PRINCIPALS WHO:

THE NATURE OF THE SERVICE

“Coaching is the single most powerful learning strategy to support personal and professional growth, learning and development. Coaching has demonstrably the greatest impact of any of the portfolio of development strategies. It is most likely to bring about change and sustainable improvement in schools”. (*John West-Burnham, 2014*)

- Have a challenge as a school principal that they wish to overcome
- Are facing difficulties that might need to be addressed with the help of a coach
- Have a goal that they wish to achieve
- Are in a transition phase of their career
- One to One service for principals
- Fully funded by the Department of Education and Skills
- Qualified Coaches – selected by open tender
- 400 places available to primary and post-primary principals annually
- Access by contact directly with the coach
- Confidentiality guaranteed



FOCUS THREE

BUILDING LEADERSHIP CAPACITY

ASPIRING LEADERS' PROGRAMME

The CSL Aspiring Leaders' Post Graduate Level 9 course will begin in September 2017. The tendering process was completed in October 2016 and the successful tenderer is a consortium led by University of Limerick (UL) in association with the National University of Ireland Galway (NUIG) and University College Dublin (UCD). The course will be widely advertised in Spring 2017 and will be available in the six Education Centre regions. Approximately 200 places will be available in the first year and the course will be run over 18 months.

**COMMENCING
SEPT 2017**

- part-funded by the Department of Education and Skills
- work placement in another school and another professional setting
- content based on the DES Quality Framework for Schools(Leadership and Management)
- reflective practice
- involves collaborative action research
- blended learning model



FOCUS FOUR

QUALITY ASSURANCE

CSL has commenced work on the development of a QA framework for all DES funded leadership programmes. This work will be completed in early 2017.

THE AIM

The aim of the Quality Assurance Framework is to ensure high standards in the provision of leadership courses and programmes. It will provide those involved in programme design and delivery with objective and evidence based information to make decisions that will achieve high quality outcomes.

More specifically, the QA Framework aims to:

ENSURE

quality outcomes for students.

GUARANTEE

that participation in CPD impacts on practice in schools.

PROVIDE

assurance from CSL that the programme/course is relevant, well-constructed and of high quality.

ESTABLISH

adherence to the DES Quality Framework for Schools. (Leadership and Management)

BUILD

an understanding of, and foster engagement with, professional learning in the profession.

REDUCE

duplication in the system.

SAFEGUARD

good use of public money.

THE PRINCIPLES GUIDING OUR QA FRAMEWORK



LOOKING FORWARD

In this, our first year, we have worked hard to establish CSL and put supports in place for school leaders across the continuum of their journey. Our aim is that these supports will make a difference to the outcomes for young people in our primary and post-primary schools.



BROAD STRATEGIC PRIORITIES FOR 2016- 2017

CONTINUE to build awareness of the work and the role of CSL amongst stakeholders.

WORK collaboratively with all stakeholders to develop a quality assurance framework for leadership CPD.

CONTINUE to quality assure leadership CPD programmes provided for principals after the first year in their role.

BUILD capacity and awareness of mentoring and coaching as leadership tools amongst school leaders.

PROMOTE the new Aspiring Leaders' Programme.

CONTINUE to develop the CSL mentor training programme ensuring that all newly appointed principals have access to a trained mentor in September 2017.

UNDERTAKE a review of the first cohort of mentors and the mentor training programme.

|| A leader is a dealer in hope ||
Napoleon Bonaparte



The National Association of Principals and Deputy Principals was established in 1998 to provide a united voice nationally for Principals and Deputy Principal on issues of common concern. As a professional association NAPD seeks to promote the interests and welfare of second level school leaders. The Association is proud to be involved with the Centre for School Leadership as it promotes the professional and personal development of Principals and Deputy Principals.



IPPN's vision is Empowered Leaders - Inspired Learners. In achieving this vision, our mission is to support and advocate for exemplary school leadership – Tacaíocht, Misneach&Spregadh. IPPN is the professional body for over 6,000 leaders of Irish primary schools and works with the DES, NPC, management bodies, other education partners, unions, and children's charities towards the advancement of primary education. In 2015, IPPN collaborated with the DES and the NAPD to establish the Centre for School Leadership (CSL), which is responsible for the coordination and quality assurance of CPD programmes for current and aspiring school leaders. IPPN commends the CSL team for its tremendous work over the first year of its pilot programme and is fully supportive of its plans and aims over the coming years.

CENTRE FOR SCHOOL LEADERSHIP

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