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Deich mBliana
ag fás

2000 ▶ 2001 ▶ 2002 ▶ 2003 ▶ 2004 ▶ 2005 ▶ 2006 ▶ 2007 ▶ 2008 ▶ 2009 ▶ 2010







10

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ag fás

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Réamh Fhocal



Celebrating significant milestones is an important part in the life of families, communities and organisations. A year is the most common measure of the passage of time. However, when you start to measure in decades, a sense of longevity begins to register. Roughly a decade has passed since the emergence of a professional body for primary school Principals. It's not easy to state exactly when IPPN began as there were several phases involved in moving from vision to action.

Throughout the 'rollercoaster' ride of the last decade I have had the privilege and pleasure of working with five different Presidents, Jim Hayes, Virginia O'Mahony, Tomás Ó Slatara, Larry Fleming and Pat Goff. While all are very different in personality and style, they all share the same burning desire to support and represent Principals in every conceivable way, frequently working day and night, seven days a week to achieve that. Their vision, empathy, tenacity, creativity and sheer hard work was and is an inspiration to all who got to know them and hold them in high esteem. Along this ten year journey we have made many mistakes, learned a lot, had great fun and met some remarkable people.

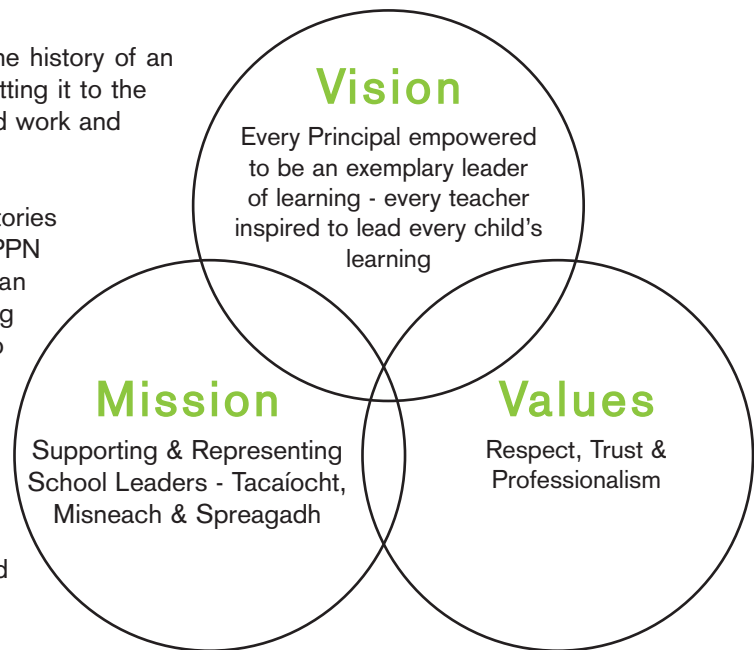
For me, one of the greatest aspects of working closely with the 'famous five' as they are sometimes called, is the enduring friendships that have formed. While every organisation must have its official roles and titles, the culture and ethos of IPPN, that was set down by Jim Hayes as founding President, is firmly rooted in the values of respect, trust and professionalism. It is very much a 'flat structure' where everyone is a leader, there are no bosses and everyone knows what is the right thing to do.

'Deich mBliana ag Fás' sets out to 'replay the tapes' of the first decade of this millennium, which is also the first decade of IPPN. Bearing in mind that we're all victims of information overload and the risk that this may be yet another document that's long-fingered and ultimately never read, we have deliberately chosen to present IPPN's story differently, using the 'Principal-friendly' format of RTÉ's 'Reeling in the Years'.

I hope you will appreciate that in documenting an organisation's history, it is impossible to include everything and far more is left out than can ever be included. As well as a number of general articles, we asked IPPN's 'famous five' to profile their presidential term in chronological order, noting the main events, challenges and highlights along the way.

Undertaking a publication which seeks to capture the history of an organisation usually starts as a germ of an idea. Getting it to the reader requires a tremendous amount of energy, hard work and perseverance.

I want to thank our five Presidents for sharing the stories and images that were unique to their periods as IPPN President. In addition, I'd like to thank Brendan McCabe for his numerous contributions which bring alternative perspectives and incisive wit. Mo bhuíochas freisin to Seaghan Moriarty for documenting the digital journey that IPPN has surfed throughout the last decade; to retired Executive member Pat Kavanagh for his assistance in tracking down important facts on events and people that marked the early years; to Deputy President Gerry Murphy for his ideas on editorial content and photograph selection.



We are extremely gratified by the generous testimonials submitted by many of the 'critical friends' of IPPN who have addressed our conferences and contributed to our endeavours in the advancement of school leadership. Thanks also to the many Principals who volunteered their thoughts on the difference that IPPN has made to their leadership role.

Like any event or publication, the real work goes on behind the scenes. I want to thank all members of the Support Office staff for their input into the design, content and production of Deich mBliana ag Fás. Particular thanks to Geraldine D'Arcy for the real 'heavy lifting', without whom this 'germ of an idea' would have remained thus. Her patience and tenacity are clearly evident in the pages within.

Finally, thank you to each and every individual member without whose participation there would be no IPPN and no ten-year report. Many of you have contributed to the establishment of our 'network' and have borne witness to its growth and development, yet remarkably, more than half of IPPN's current members have no pre-IPPN memory. Either way, I trust there will be plenty within to interest you.

Tá súil agam go mbainfaidh tú an-taitneamh as 'Deich mBliana ag Fás'.

*Is mise le meas,
Seán Cottrell
Director*

December, 10th 2010

Great Oaks from Tiny Acorns Grow!

How The Irish Primary Principals' Network Began

By Jim Hayes

Context and Obstacles

IPPN – The Irish Primary Principals' Network – is the officially recognised professional association for Primary Principals in Ireland. In endeavouring to illustrate the context and background that pertained at the time of its foundation in 2000, it is enlightening to look at the development of professional associations in education in other parts of the world in the second half of the last century.

While some Principals' associations such as the Texas Elementary Principals and Supervisors Association (1917) and the National Association of Elementary School Principals (1921), were founded many years previously, it is interesting to note that among the associations founded from the sixties on were Queensland Association of State School Principals (1966), Victorian Principals' Association (1971), Illinois Principals Association (1971), Association of Washington School Principals (1972), Pennsylvania Association of Elementary School Principals (1972), Elementary School Heads Association (1973), Canadian Association of Principals (1977), Association of Catholic School Principals in New South Wales (1980s) and New Jersey Principals and Supervisors Association (1981). In addition, Principals' associations existed in South Africa, New Zealand and Asia.

Furthermore, a Eurydice study in March 1996 confirmed that Associations of School Heads existed in the following countries – Belgium, Germany, Greece, France, Italy, Luxembourg, Netherlands, Austria, Finland, Sweden, the United Kingdom (including England, Wales, Northern Ireland and Scotland), Iceland, Liechtenstein and Norway.

In Ireland, the situation was somewhat different. No first level or second level independent professional association for Principal teachers existed nor was the setting up of such an association encouraged! Indeed there is more than anecdotal evidence that Principals in the sixties and seventies were actively discouraged from organising themselves in a formal way.

In the late 1960s and early 1970s, some Principals saw the need to discuss with each other common issues pertaining to their Principalship. During this period, discussions emerged regarding the post of Principal



Íde Ní Dhúbháin, Michael Farrell, Máire Roycroft

and the difference between holding the post of Principal and that of assistant teacher. The duties of the Principal were clearly outlined in a Department of Education Circular 16/73. There was a growing awareness that the role of Principal Teacher was becoming more complex. Some Principals at the time made demands on their union, the INTO, and when these were rejected, endeavoured to set up an association of their own. This resulted in INTO Congress 1974 adopting a resolution in the following terms: "Congress condemns the formation of a Principal Teachers' Association on the grounds that it would be divisive and contrary to the professional interest of the organisation".

Around this time there were a number of areas where some Principals felt exposed within their union, particularly with regard to a revised grievance procedure, ongoing criticism of Principals in relation to the integrity of the panel system and the introduction of staff representatives which gave rise to concerns. The INTO leadership, following a resolution passed at Congress 1979 instructing the CEC to examine and redefine organisation policy on the administration of schools, issued a follow up report that was published in February 1980. This proved to be controversial, was sent to branches for discussion and when in 1982 the CEC reported to Congress, it didn't find favour and was withdrawn 'for further consideration'. Meanwhile, Principals in at least one district of the INTO met regularly to discuss matters of mutual interest and continued to do so for some years. When a communication from a body called "The Association of Principals of National Schools of Ireland – Cumann



“Phríomhoidi Bunscoileanna Éireann” was sent to Principal teachers, a letter signed by the then General Secretary was sent on March 18th 1986 to every staff representative and Principal teacher who were INTO members reminding them of the resolution passed at the 1974 Congress in Sligo. As a result of this action, no further progress was made at that time regarding the formation of a viable Principals’ association.

In the late seventies also, regular open meetings of Principals were held in the Cork area, chaired by Michael Jackson. These generally took place six or seven times a year, did not have any officers or set agenda and the number of attendees varied from meeting to meeting. Although loosely structured, these meetings survived in one form or another until the late eighties.

Growing Awareness Of Change In The Primary Principal’s Role

The impetus for Primary Principals to get together to discuss issues of mutual professional interest was a gradual process. The pace of change in Irish society during the 70s and 80s was both rapid and radical. Principals began to realise that these changes were beginning to have profound implications for the role of the Principal in the Primary School. Responsibilities for leadership, management and administration became more onerous and diverse. As a result, an ever-increasing number of Principals were keen to become involved in acquiring and applying skills, understanding and practices which would strengthen their schools as learning environments and help them to cope satisfactorily with their changing and onerous responsibilities. They were aware of the substantial

social change that took place over the previous decades, aspects of which had a particular relevance to the Principal’s role. These included a change in the profile of the family unit, increased awareness of changes in society, a greater level of personal freedom, and the importance of partnership in the school community. There was also an awareness of the economic climate, increasing globalisation and information technology. General educational change related to Special Needs, Disadvantage and the holistic development of the child. Middle management structures, the Revised Primary Curriculum and the many legislative provisions including the Education Act, 1998 were all beginning to affect the manner in which Principals were exercising their functions. The whole issue of leadership in primary schools was about to take centre stage for the first time in any really meaningful way.

In various pockets around the country, particularly in urban areas which contained many large schools, Principals and Directors of Teachers’ Centres began to provide opportunities for groups of Principals to meet to discuss issues of mutual professional interest.

In the late 80s, Pat Diggins, Director of Drumcondra Teachers’ Centre, invited Principals in Dublin to become members of a professional support group with the idea of self help in mind. The response was positive and a number of groups were formed. Dr. Ciarán Sugrue, a lecturer in St. Patrick’s College of Education at the time, also facilitated a support group of Principals in the Dublin area.

In Cork, Bart Bambury, Director of Cork Teachers’ Centre, invited Principals in Cork to a meeting on October 10th, 1991 and set up an initial professional support group. Within a short period of time, there were five such support groups in the Cork area. These groups met regularly as individual groups but they also occasionally met collectively as one group. This pattern continued throughout 1992 and 1993.

Principals in Cork city in particular were among the first to address in a systematic manner the growing realisation of the onerous range of responsibilities that were incrementally becoming part and parcel of their role. A joint meeting of support groups was addressed by the then General Secretary of the INTO, Senator Joe O’Toole, in the Imperial Hotel on October 4th 1993. Many of those in attendance were less than happy with the overall outcome. Aspects of this meeting were discussed at a follow up meeting and it was felt by those present that if meaningful action was not taken by Principals themselves, no worthwhile progress would

be made professionally by Principal teachers. To that end, Máire Roycroft came up with the idea of organising a Principals' Conference. These pioneering groups had the foresight and took the initiative to shed what the Report on The National Education Convention termed a "dependency culture" (Coolahan, 1994) and began to take primary responsibility for their own professional development.

First Ever Irish Primary Principals' Conference

A Conference Organising Committee was formed and so the first Irish Primary Principals' Conference ever held in this country took place. Entitled 'Talking Heads', it was held in the Imperial Hotel on October 14th & 15th, 1994 and was attended by over 250 Principals from all over the country.

The Cork Teachers' Centre, the In-Career Development Unit of the Department of Education and the European Commission all supported the initiative. The Minister for Education, Niamh Bhreathnach gave the opening address and Máire Roycroft responded. John Dennehy, Assistant Secretary of the Department of Education, spoke about the Changing Role of the Primary Principal. Philippa Cordingly, Consultancy and Training Services, Coventry, gave her experience of Local Education Structures in England and their implications for Principals, and Professor Joe Lee (UCC) spoke of Tradition and Change in Irish Primary Education. Albert Ó Ceallaigh (NCCA) outlined Impending Developments in the Primary School Curriculum. Fifteen topics were covered in discussion groups over the two days. Local Principal Eilís Uí Shúilleabháin gave the closing address. A written report containing the contributions of each speaker was sent to each attendee and an evaluation of the conference also took place which signalled clearly the success of this initial venture.

In April 1995, Principals noted the publication of the Department of Education White Paper, 'Charting Our Education Future', which suggested that the establishment of formal networks of Principals had the potential to become an important means of providing professional support and provision for the transfer of good practice for Principals.

The theme 'Making Sense of the Principal's Role' was the focus for a second Principals' Conference that was held on October 13th & 14th, 1995. Speakers included John Coolahan, Professor of Education, St. Patrick's College, Maynooth, Dymnpna Glendenning, Barrister and former Primary Principal, Sr. Eileen Randles, CPSMA, Catherine Byrne, INTO, Maureen Peters, Teaching Principal, Chris Day, Professor of Education, University of Nottingham, Sam McAughtry, Broadcaster

and Author, and Br. Leader, Director of Marino Institute of Education. Dr. Ciarán Sugrue, Lecturer in Education at St. Patrick's College, Drumcondra summed up at the end of the conference.



Jim Hayes, Prof. John Coolahan and Eilís O'Sullivan

The keynote speakers at a third conference with the theme 'Sharing Good Practice' - held at the same venue on October 11th & 12th, 1996 - included Don Thornhill, Secretary General of the Department of Education, Dr. Áine Hyland, Professor of Education, UCC and Pat Cox, MEP. The organising committee for these conferences included local Principals Michelle Cashman, Seán Ó Caoimh, Con McCarthy, Brendan McCormack, Seán Cottrell, Pat Delea, Íde Ní Dhúbháin, Michael Farrell, Mary Hanley, Jim Hayes, Dan Leo, Angela Lynch, Patricia O'Hare, Eilís O'Sullivan, Vincent O'Sullivan, Maureen Peters, Máire Roycroft, Ann Ryan and Ger Ryan. Over the three years, at least 800 Principals attended the conferences. Naturally, many local Principals attended but it was noticeable that a large contingent of Dublin Principals travelled each year. What was also most heartening was the geographical spread of the other attendees which showed the wide range of interest and support there was for these conferences.

Cork Primary Principals' Network – CPPN

A parallel development also occurred at this time involving members of the Principal Support Groups in the Cork area. Having organised three National Conferences for Primary Principals, the need to have a more organised cohesive structure for Principals was raised at regular consultative brain-storming sessions and this led to the founding, at a meeting of Principals on March 19th 1996, of a formal new local initiative called the Cork Primary Principals' Network (CPPN). It was decided to use the term 'network' because of the reference on page 152 of "Charting Our Education



Initial Meeting in Kildare, March 1999

Future”, White Paper on Education, 1995 as follows: “... A further objective will be to establish formal **networks of Principals**. The aim of these networks will be to provide mutual support, to promote the transfer of good practice among schools and to identify continuing training needs..... “. In many respects, this development was a forerunner for what later became a national movement.

CPPN had over 170 members and one of its first actions was to draw up a Constitution – dealing with membership, aims and objectives, procedures, finance etc. Committee members of CPPN in 1999/2000 included Marjorie Barry, Michelle Cashman, Micheál Ó Cochláin, Seán Cottrell, Kieran Cremin, Pat Delea, Íde Ní Dhúbháin, Peter Gunning, Jim Hayes, Anne Hegarty, Bríd O’Keeffe, Dan Leo, Angela Lynch, Don McAleese, Mary McAleese, Patricia O’Hare, Carmel O’Sullivan, Dónal O’Sullivan and Máire Roycroft.

CPPN set up sub-committees dealing with the provision of a Principals’ Handbook, the Role of the Teaching Principal, Transition from Primary to Post-Primary, Contracts for Ancillary Staff, the Role of the Deputy Principal, the provision of a website and the organisation of Seminars. Membership was opened to Deputy Principals in the school year 1999/2000. Regular meetings included discussions on professional issues as well as preparing submissions for consideration by the Department of Education & Science on topics such as Whole School Inspection and meetings with newly-appointed Principals.

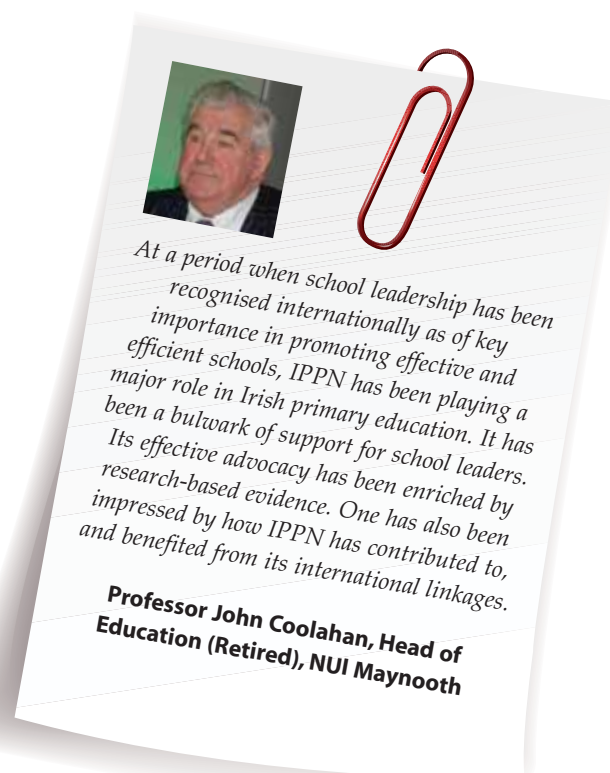
Guest speakers were regularly invited to address members. The Minister for Education & Science, Micheál Martin, TD addressed one such meeting on November 24th, 1997. Having listened to the presentation on the Teaching Principal, the Minister indicated that practising Principals would be invited to

become members of the ‘Working Group on the Role of the Primary School Principal’ that he was about to set up and which would issue its report in 1999. CPPN selected Jim Hayes to represent them as a ministerial nominee on the Working Group which held its first meeting on March 27th, 1998 in Dublin Castle.

A one-day seminar organised by CPPN entitled ‘A Head for the Millennium’ was held on January 18th, 1999. Officially opened by the Minister for Education & Science, Micheál Martin, TD, the list of speakers included Éamon Stack, Chief Inspector, Department of Education & Science, Gus Murray, Lecturer in Counselling at the Cork Institute of Technology and Sr. Maura Corbett.

Another one day seminar ‘Pupils with Special Needs in the Primary School’ was held on October 16th, 2000. Officially opened by Dr. Michael Woods, TD Minister for Education & Science, speakers included Peadar McCann, Divisional Inspector, Department of Education & Science, Paud McGee, Special Education Department, St. Patrick’s College, Drumcondra, Michael Sheehan, National Educational Psychological Service and Brid Ní Dhomhnaill, parent.

When the national Network, IPPN, was founded in 2000, CPPN made the necessary adjustments to become part of the national Network and changed its name to IPPN Cork.



Transfer Of National Conferences From Cork To Dublin

Many Principals in the support group, facilitated by Dr. Ciarán Sugrue, Education Department, St. Patrick's College, Drumcondra, attended the three conferences in Cork. They indicated that they were prepared to undertake the responsibility for organising a fourth conference, to be held on this occasion in Dublin. An initial meeting of Dublin Principals was called for this purpose and was attended by three members of the Cork Conference organising committee on March 1st, 1997, which brought important continuity to the process at the time.

It was decided to hold the fourth National Conference in the Grand Hotel, Malahide, Co. Dublin. The organising committee was augmented to make it broadly representative of school size and type. This committee called itself Primary Principals' Network (Eastern Region). The fourth National Conference for Primary School Principals with the theme 'Leadership in a Climate of Change' was held on February 27th & 28th 1998 in Malahide. Members of the organising committee included Carmel Bolger, Deirdre Cleary, Margaret Condon, Inez Cooper, Susan Doody, Lucy Fallon-Byrne, Eileen Flynn, Rita Galvin, Sr. Denise Harvey, John Kavanagh, Iggy Keane, Raymond King, Áine Lawlor, Michael Ludden, Gerard McHugh, Seán Ó Díomasaigh, Paul O'Mahony, Frank O'Meara, Éamonn Ó Murchú, Bryan O'Reilly, Ciarán Sugrue, Henry Thynne and John Tyrell. A fifth National Conference followed on February 26th & 27th 1999 at the same venue with the theme 'Being a Head – Staying a Head'.

Formation of The Irish Primary Principals' Network - Lónra Phríomhoidí Bunscoile Éireann

The title 'Primary Principals' Network' created an impression in some Principal's minds that a Principals' Network already existed. At the closing session of the fourth conference, as well as informally during the conference, many participants, including Tomás Ó Slatara, Colm Cregan and Pat Kavanagh among others, expressed the view that the concept of a National Network should be further developed. In the period between the fourth and fifth conferences, Jim Hayes and Ciarán Sugrue regularly discussed aspects of how best to harness and build on the enthusiasm that was evident for starting a National Network.

As a result of these discussions, during the fifth conference, Jim Hayes called an informal meeting of a representative group of Principals to discuss a strategy



Jim Hayes at the official launch of IPPN in Dublin Castle

for moving forward after which he subsequently liaised again with Ciarán Sugrue. At the concluding session of the conference, which was chaired by Ciarán, proposals to form a National Network were made from the floor and an invitation was issued to Principals who wished to become involved in the formation of a National Network of Primary Principals to come together at the conclusion of the conference. A group of over thirty Principals responded positively to this invitation and indicated that they were prepared to become involved in getting the initiative off the ground. An initial meeting was called for March 20th, 1999, in the Kildare Education Centre which was kindly put at the group's disposal by Anne Kelleher, Director, Kildare Education Centre. The Principals who attended the inaugural meeting agreed to form an Interim Steering Committee for a national Primary Principals' Network which would be called The Irish Primary Principals' Network – IPPN – Lónra Phríomhoidí Bunscoile Éireann.

The Principals present at that landmark meeting, hosted by Anne Kelleher, and chaired initially by Ciarán Sugrue, were: George Barry (Tipperary), Ciarán Boland (Cork), Isbéal Brennan (Kilkenny), Seán Cottrell (Cork), Larry Fleming (Offaly), Jim Hayes (Cork), Raymond King (Kildare), Moira Lynch (Westmeath), Pat Meagher (Tipperary), Paul Murphy (Tipperary), Úna McNamara (Dublin), Tomás Ó Slatara (Tipperary), Maurice Whelan (Galway) and Damian White (Offaly).

All present agreed to serve on an Interim National Committee while Jim Hayes, Raymond King and Tomás Ó Slatara were prevailed upon to act as interim President, Secretary and PRO respectively.

Principals, who had expressed an interest in serving on the Interim National Committee but were unable to



Seán Cottrell, Íde Ní Dhúbháin, Dr. Michael Woods TD, Pat Delea

attend the inaugural meeting in Kildare, were invited to attend the second meeting of the Interim National Committee held on April 17th 1999 in the Kildare Education Centre and subsequent meetings thereafter.

Members of the full IPPN Interim National Committee were Jim Hayes (Cork - President), Raymond King (Kildare - Secretary), Moira Lynch (Westmeath - Minute Secretary), Úna McNamara (Dublin - Membership Secretary), Tomás Ó Slatara (Tipperary - Public Relations Officer), Seán Ó Díomasaigh (Meath - Joint Treasurer), Íde Ní Dhúbháin (Cork - Joint Treasurer), George Barry (Tipperary), Gearóidín Ní Bhaoil (Wicklow), Isbéal Brennan (Kilkenny), Noeleen Brennan (Dublin), Ciarán Boland (Cork), Ann Byrne (Kilkenny), Sr. Chanel Canny (Galway), Sr. Geraldine Costello (Galway), Margaret Condon (Dublin), Seán Cottrell, Colm Cregan (Limerick), Susan Doody (Dublin), Larry Fleming (Offaly), Eileen Flynn (Kildare), Pat Kavanagh (Wexford), Áine Lawlor (Dublin), Anne McDonagh (Dublin), Pat Meagher (Tipperary), Paul Murphy (Tipperary), Virginia O'Mahony (Galway), Frank O'Meara (Kildare), Breda Rice (Kilkenny), David Ruddy (Dublin), Ciarán Sugrue (Dublin), Maurice Whelan (Galway), Damian White (Offaly), Damian White (Tipperary). At a subsequent meeting of the Interim National Committee held in Portlaoise Education Centre on December 6th, 2000, the following Principals were co-opted on to the Interim National Committee : Noreen Carroll (Dublin), Marjorie Flynn (Kerry), Paddy Flood (Monaghan), Seán Hanley (Cavan), Seán Holian (Galway), Peter Long (Limerick), Pat Moore (Galway), John O'Byrne (Clare)].

Over the following weeks and months, the IPPN interim officers met with the Minister for Education and Science, officials in the In-Career Development Unit of the Department of Education and Science, the major partners in Primary Education including the INTO, CPSMA, NPC, Gaelscoileanna, Educate Together,

Church of Ireland Board of Education, NAPD as well as the Education Centre Directors. The feedback at these meetings was very positive and encouraging and helped to reassure the Interim Committee that there was a widespread interest in having a national organisation to promote on-going professional support and development for Primary School Principals. The meeting held with officers of NAPD was of particular significance due to the fact that they had been given official recognition in 1999. Interim President Jim Hayes was in regular contact with NAPD President Shay Bannon, whose advice and support at this time was of great assistance.

In anticipation of formal official recognition, much time and consideration at the early Interim National Committee meetings was devoted to debate on the overall structure of IPPN as a professional association – a relatively new concept in education in Ireland at the time – as well as the drawing up of a draft constitution and appropriate guidelines for the development of Primary Principals' Support Groups and County Networks.

At a key meeting in the Department of Education on 19th January, 2000, officers of the IPPN Interim Committee were provided with a letter signed by the Minister for Education & Science, Micheál Martin TD stating that the Department “recognises the pivotal role of the Principal in the school community and is positively disposed towards providing support towards the establishment on a nation-wide basis of this new organisation”. The officers were also informed that the



Interim National Committee, Dublin Castle

Department would provide for “the secondment of a Principal Teacher for one year to act as a Director to the Network” Similar groundbreaking arrangements had been made with the National Association of

Principals and Deputy Principals (NAPD) at second level some time previously. This support from the Minister was very much in line with the thinking in the Report of the Working Group on the Role of the Primary School Principal which was published in 1999.

Official Launch Of IPPN

Preparations were put in train for the Official Launch of IPPN by newly-appointed Minister for Education & Science, Michael Woods TD, in Dublin Castle on February 10th, 2000. This was an historic occasion held in a splendid setting in the presence of many key figures in Primary Education in Ireland.

“It is a very great pleasure for me to be with you on what is undoubtedly a most important dayfor primary education generally. I am particularly pleased to be able to address you on this landmark day which sees the formal launch of IPPN” – Minister for Education and Science.

President Jim Hayes outlined the four main aims of the new Network – to promote professional and personal development for Principals, encourage the development of professional support group networks, facilitate the personal and professional well-being, health and safety of Principals and actively influence those who make policy decisions on primary education.

“I wish to acknowledge the great significance of today’s launch – we now have a new Professional Association for Primary Principals – a Network that will enhance the quality of education in the primary schools of this country. This is a source of tremendous pride for the members of the Interim National Committee who have worked so hard to bring us to this day” – Interim President Jim Hayes

A third Dublin-based conference was held in the Grand Hotel, Malahide, Co. Dublin on 25th & 26th February, 2000. The theme was ‘Leading to Learn – Learning to Lead’ and over 400 Principals attended.

Joe O’Toole, INTO General Secretary, commended IPPN on “the work it is doing” and described the formation of IPPN as “a great moment for Irish Education”. Jim Hayes gave the closing conference address in which he outlined the development of the new National Network to date and spoke about its proposed structures, aims and objectives.

If the period following what was really the sixth National Conference proved to be a very busy one for the Interim National Committee, it was even more so for the Interim President and Secretary. They literally travelled the length and breadth of the country addressing groups of



Dr. Michael Woods TD, Dolores Corcoran & Larry Fleming

enthusiastic Principals. When necessary, special arrangements were agreed with both the Department of Education and their own Boards of Management, to enable them to carry out their task and to minimise the interruption to the day-to-day running of their schools.

Appointment Of First Director Of IPPN

In early May, 2000, an advertisement for a Director of IPPN was placed in the national papers and in the IPPN Newsletter. The interim President, Jim Hayes, was authorised by the Interim National Committee to oversee the integrity of the appointment process in all its aspects on their behalf – while having no part whatsoever in the decision-making and selection process itself. He put together a selection board consisting of Teri Garvey (Educationalist, broadcaster and Chairperson of the Working Group on the Role of the Primary School Principal) who acted as chair, Shay Bannon (founding President of National Association of Principals and Deputy Principals), Caoimhe Máirtín (St. Patrick’s College, Drumcondra) and Michael Farrell (Secretary UCC and former Primary Principal). Interviews were held in Dublin on June 30th and July 1st 2000. On July 3rd 2000, at a meeting of the Interim National Committee held in Portlaoise, Seán Cottrell – having been granted secondment as per agreement with the Department of Education and Science and the Catholic Diocese of Cork and Ross - was appointed the first Director of IPPN.

First Formal IPPN National Primary Principals’ Conference

The first formal IPPN National Primary Principals’ Conference, with the theme of ‘Tacaíocht, Misneach agus Spreagadh’, was attended by over 400 Principals in the Corrib Great Southern Hotel, Galway, from 15th to 17th February 2001.



Dr. Michael Woods TD & Áine Lawlor

At a meeting of the Interim National Committee held in Portumna on April 7th, 2001, it was decided to appoint an Interim Executive Committee to act on behalf of the Interim National Committee between meetings. The members of the Interim Executive Committee appointed were: Jim Hayes, Tomás Ó Slatara, Úna McNamara, Moira Lynch, Seán Ó Díomasaigh, Íde Ní Dhúbháin, Colm Cregan, Joe Diver, Susan Doody, Seán Hanley, Pat Kavanagh Virginia O'Mahony, Damian White (Offaly).

In addition, a sub-committee was formed to prepare for and enable the smooth transfer from Interim to Full National Executive/Committee as soon as the constitution was formally adopted. Members of the sub-committee included Colm Cregan (Limerick), Eileen Flynn (Kildare), Áine Lawlor (Dublin), Pat Meagher (Tipperary), Tomás Ó Slatara (Tipperary), David Ruddy (Dublin).

From 7th to 9th February 2002, another Conference was held at the same venue with the theme 'Cúram, Tuisceant agus Comhlúadar – The Challenge of Leadership' and 440 Principals attended.

This was followed by the first-ever Deputy Principals' Seminar held in the Corrib Hotel, Galway on 30th May 2002 and attended by 65 Deputy Principals. Jim Hayes and Seán Cottrell facilitated this first national seminar and the Department of Education and Science was represented by two inspectors, Lorcán McAneaney and Micheál Ó Conghaile.

First Fully-Elected National Committee and Executive of IPPN

On May 31st 2002, the Annual General Meeting of the first fully-elected National Committee and Executive took place in Galway – another historic occasion in the development of IPPN. The gestation period was over at last - we had formally arrived!

Members of the National Committee of IPPN –

members of the Executive are identified by their titles - Mandy McDonnell Ryan & Noel Garvey (Carlow), Rosemary O'Reilly & Seán Hanley [Professional Development Co-Ordinator] (Cavan), Michael Drew & Margaret Cooney (Clare), Íde Ní Dhúbháin [Treasurer] & Jim Hayes [President] (Cork), Joe Diver [Membership Co-Ordinator] & Oliver Gilmore (Donegal), John Curran [Assistant Treasurer] & Maria Spring [Assistant PRO] (Dublin), Virginia O'Mahony [Deputy President] & Pat Moore (Galway), Maria McSwiney & Kathleen Lynch (Kerry), Ann McQuillan & Frank O'Meara (Kildare), Rita Holohan & Brendan Smyth (Kilkenny), Aidan McEvoy & John Murrell (Laois), Caroline Healy & Bríd Cahill Mahon (Leitrim), Peter Long [ICT Co-Ordinator] & Kathryn O'Connor (Limerick), Marett Smyth & Katherine White (Longford), Owen D'Arcy and John Moloney (Louth), Seán Ó Láimhín & Pádraic McKeon [Membership Co-Ordinator] (Mayo), Cóilín Ó Coigligh & John White (Meath), Jimmy McGeough & Paddy Flood (Monaghan), Damian White & Nora Kavanagh [Recording Secretary] (Offaly), Ethna Drudy & Caroline Maddigan (Roscommon), Aileen Donagher McGowan & Jean McGowan (Sligo), Tomás Ó Slatara [PRO] & Pat Meagher [Research & Development Co-Ordinator] (Tipperary), Maria Doyle & Garrett O'Hanlon (Waterford), Dolores Corcoran [Professional Development Co-Ordinator] & Eileen Burns (Westmeath), Pat Goff & Pat Kavanagh [Research & Development Co-Ordinator] (Wexford), Tom McGann & Martin Murphy (Wicklow), Larry Fleming [Executive] David Ruddy [Legal Advisor] & Seán Cottrell [National Director]

Founding Member of IPPN - Moira Lynch RIP



by Larry Fleming

The name Moira Lynch will forever be synonymous with the early years of IPPN. In March 1999, she was one of the 16 people who travelled to Kildare Education Centre for the historic gathering that launched IPPN as an independent professional body representing Principals.

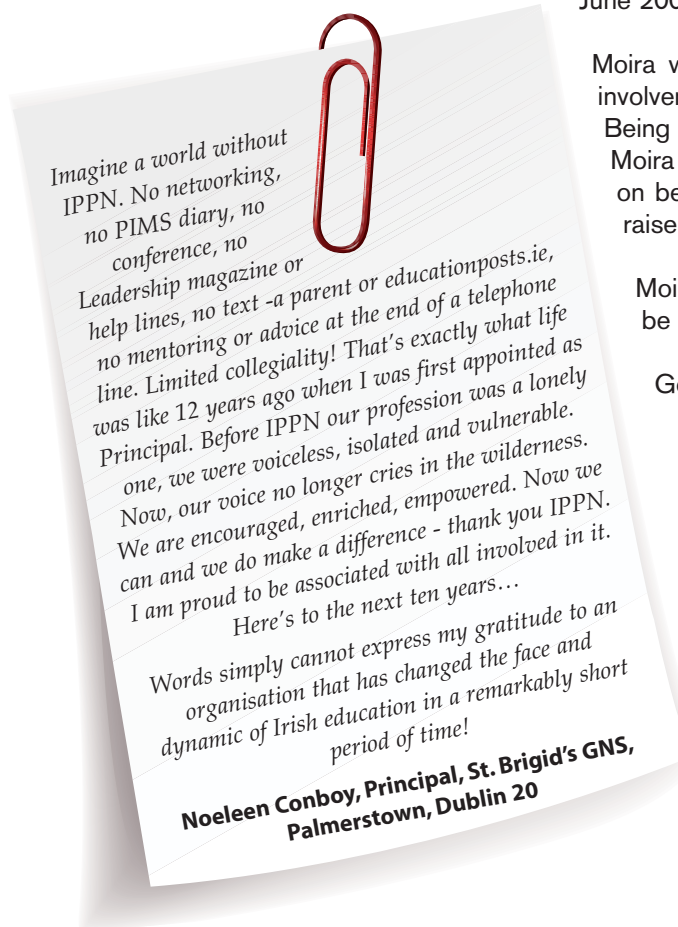
Moira holds the distinction of being the first official paid-up member of the Network. On writing the cheque, she declared 'someday this could be significant'. Six thousand members later, her words are proving prophetic with IPPN now at the cutting edge of Irish education. Moira acted as Minute Secretary to the Interim National Committee during those uncertain early years. Her beautiful handwritten notes, retained in the IPPN archives, serve as a constant reminder of her vibrant commitment to the organisation in those formative years.

Moira was a visionary and dynamic school leader. She was a person who illuminated every room she entered, every class she taught and every person she encountered. Her memory will be forever cherished within IPPN and also in Tubber, the tiny village straddling the Offaly/Westmeath border, where she was Principal from 1989 until June 2004 when she retired on health grounds.

Moira was a born leader. Her desire to drive change led to her involvement in securing meaningful representation for Principals. Being intimately involved in the formation of IPPN empowered Moira further with the incentive to achieve that objective. Her work on behalf of small schools and Teaching Principals did much to raise awareness of the pressures associated with this dual role.

Moira passed away on September 21st 2005. IPPN will forever be indebted to this truly special and remarkable woman.

Go raibh leaba i measc na naomh aici.



Imagine a world without IPPN. No networking, no PIMS diary, no conference, no Leadership magazine or help lines, no text - a parent or educationposts.ie, no mentoring or advice at the end of a telephone line. Limited collegiality! That's exactly what life was like 12 years ago when I was first appointed as Principal. Before IPPN our profession was a lonely one, we were voiceless, isolated and vulnerable. Now, our voice no longer cries in the wilderness. We are encouraged, enriched, empowered. Now we can and we do make a difference - thank you IPPN. I am proud to be associated with all involved in it. Here's to the next ten years...

Words simply cannot express my gratitude to an organisation that has changed the face and dynamic of Irish education in a remarkably short period of time!

**Noeleen Conboy, Principal, St. Brigid's GNS,
Palmerstown, Dublin 20**

A tribute to a friend of IPPN – Brian Tobin RIP



by Jim Hayes

The founding members of IPPN got to know Brian Tobin very well. In the course of his professional work with what was then the Church & General Insurance Company – later it became part of Allianz - he visited many schools and parishes. As a result, he got to know many Principals and built up an excellent relationship with them. People noticed how meticulous and conscientious he was about his work and the high standards he set. Michael Nolan, with whom he worked so closely, spoke of the legacy he left the company – “Sheer professionalism, commitment and attention to detail”. He said that he set the standard that others aspire to copy. From the earliest days, both Brian and Michael Nolan took a great interest in the foundation and development of IPPN and gave practical support whenever appropriate. They believed in our mission and often gave us tremendous advice along the way. We are grateful that this support continues to be available to us. Both Brian and Michael – prior to his retirement - attended our annual conference regularly and were always generous in their praise for the manner in which our Network professionally supports Principals countrywide.

Brian had outstanding personal qualities - an infectious smile and dashing personality, a presence that demanded attention and respect and a playful sense of humour. He liked nothing better than meeting and mixing with people. His tact and discretion were legendary – anything told to him in confidence remained in confidence. He was most generous – a giver who always put other people first. His active support for so many charitable causes knew no bounds. Over the years, Brian garnered the greatest respect from his peers, culminating in his attaining the office of President of the Insurance Institute.

Sadly Brian was taken from us on July 1st, 2006 and his passing left a great void, not alone for Eileen, his devoted wife, daughter Jane and son Brian, but also for the many members of IPPN who came to know him over the years.

Early Friend of IPPN - Teri Garvey RIP



by Jim Hayes

The late Teri Garvey was a talented educationalist and broadcaster. Having qualified as a Froebel teacher, she obtained both a Masters Degree in Psychology and Sociology of Primary Education and a Diploma in Community Development. Over the years she worked in Ireland, England, East Africa and South East Asia. As well as her work in Education, Teri worked freelance in radio and television, mainly for RTÉ .

As Minister for Education and Science, Mr. Micheál Martin appointed Teri Chairperson of the Working Group on the Role of the Primary School Principal, which reported in 1999. The members of the Working Group will testify to the sensitivity and commitment that she showed in carrying out that role.

Teri was an especially good friend of IPPN particularly in the early years. She accepted an invitation to chair the independent interview board of educationalists put together to appoint the Director of IPPN in 2000. In addition, she chaired the Q & A sessions at the 2002 and 2003 IPPN Conferences held in Galway. She undertook all of these important tasks in a most competent, professional and dedicated manner and won the admiration of all who worked with her at the time. Teri’s personal qualities endeared her to everyone. She was a very kind person whose bright and happy disposition ensured that one felt the better for being in her company. Her energy and enthusiasm were striking. In many ways, she was an eternal student, forever interested in the development of her own knowledge, understanding and practice. As a parent and teacher, she was always mindful of the concept of leadership and particularly of its value in the modern primary school. Teri’s contribution greatly enhanced the development of IPPN in its early years and for this we will be forever grateful.

IPPN Firsts

1. The first informal meeting of what would become the Interim National Committee took place in Kildare Education Centre on 19th March 1999.

2. The first people to take up National/ Executive Committee Roles – see p54.

3. The first IPPN staff member - Sue Cowburn, confirmed at IEC 29th June 2001.

4. The first full-time Director, Seán Cottrell, seconded from Glounthaune NS, Co. Cork from 2000.

5. The first official IPPN paid membership was submitted by the late Moira Lynch, Principal of St Manchan's NS, Tubber, Co. Westmeath.

6. The first National Executive Meeting was held on 31st May 2001 in the Ormond Hotel, Dublin.

7. The first IPPN County Network meeting took place in Monaghan on 18th September 2000.

8. The first IPPN Principals' Conference was held between 15th and 17th Feb 2001, at the Corrib Great Southern Hotel, Galway.

9. The first Education Expo was at the Citywest Hotel during Conference 2004.

10. The first membership fee was £75 for the academic year 2001/2002.

11. The first associate memberships were offered to retired Principals, academics and educational institutions in 2003.



13.



16.

12. The first Deputy Principals' meeting was held on 19th Oct 2002 at the Heritage Hotel, Portlaoise. Among topics discussed were the role of the DP and how IPPN could help DPs in their role.

13. The first DPs' Professional Development Seminar - 'Deputy Principals - Looking to the Future' - was held on 30th May 2003 at the Corrib Great Southern Hotel, Galway. The seminar was attended by 65 DPs.

14. The first IPPN press release was issued on 15th February 2001 - 'Crisis Looms as 67% of Teachers Spurn School Principal Position', by Tomás Ó Slatara PRO and Seán Cottrell, Director.

15. The first media interview was on 16th February 2001, during the first IPPN Conference - Seán Cottrell interviewed by David Hanley on Morning Ireland on the topic of the challenges of school leadership.

16. The first IPPN newsletter was sent to schools in March 2000. This was edited by Tomás Ó Slatara and printed by retired Principal Liam Stapleton of Lion Print, Cashel.

17. The first mailing list for Principals - networking@ippn.ie was initiated in October 2000 with 250 Principals participating.

18. The first mentors identified to support newly-appointed Principals in September 2002.



19. The first edition of PIMS Desk Diary was sent to all schools in June 2006.
20. The first IPPN Bursary – a Study Visit to New Zealand sponsored by AIB - was awarded to Helen O'Sullivan and Marie Dunphy in July 2004.
21. The first sod was turned for IPPN's permanent Support Office on Friday, 26th June 2009 by founding President Jim Hayes.
22. Website for recruitment in schools - EducationPosts.ie - was launched 1st July 2002 at St. Patrick's College, Drumcondra.
23. TextaParent.ie was established in October 2004 - attracted much media attention including Sky News!
24. DES Circular 14/2002 advised Boards of Management that IPPN's membership fee was an allowable Board expense.
25. DES conferred 'Designated Status' to IPPN – recognising IPPN as an official Education Partner with corresponding consultation rights - Conference 2007.
26. First international links – Colm Cregan and Tomás Ó Slatara attended bi-annual World Convention of the International Confederation of Principals (ICP) in Korea, July 2001.
27. First North/South links – meeting with the National Association of Head Teachers (NI) in Belfast in 2001.
28. First Irish Principal elected to the Executive Committee of the ICP – Virginia O'Mahony, Scoil Chaitríona Senior, Galway in April 2006.
29. First North/South Conference of Primary Principals was held in November 2004 in the Slieve Russell Hotel, Cavan.
30. First invitation for an IPPN nominee to participate in a DES policy group - Pat Goff, to the National Consultative Forum of the NCSE in 2007.
31. Tomás Ó Slatara & Paul Murphy were IPPN's first representatives at NAHT Conference in Jersey 2000.



For Principals, necessity was the mother of invention!



Brendan McCabe

By Brendan McCabe

Each year sees a plethora of imaginative new inventions, ranging from the very practical and useful to the weird, wacky and downright ridiculous. When people like Jim Hayes and Seán Cottrell started travelling the highways and byways of Ireland spreading the gospel of IPPN they probably whiled away many boring miles listening to tapes on their cars' cassette players. If their cars were really posh they might even have had a CD player. Little did they know that over in America the clever people of Apple Computers had just invented a most marvellous little hand-held instrument which would carry their whole CD collection, and more besides, on one tiny little microchip. This was of course the Apple iPod invented in 2001.

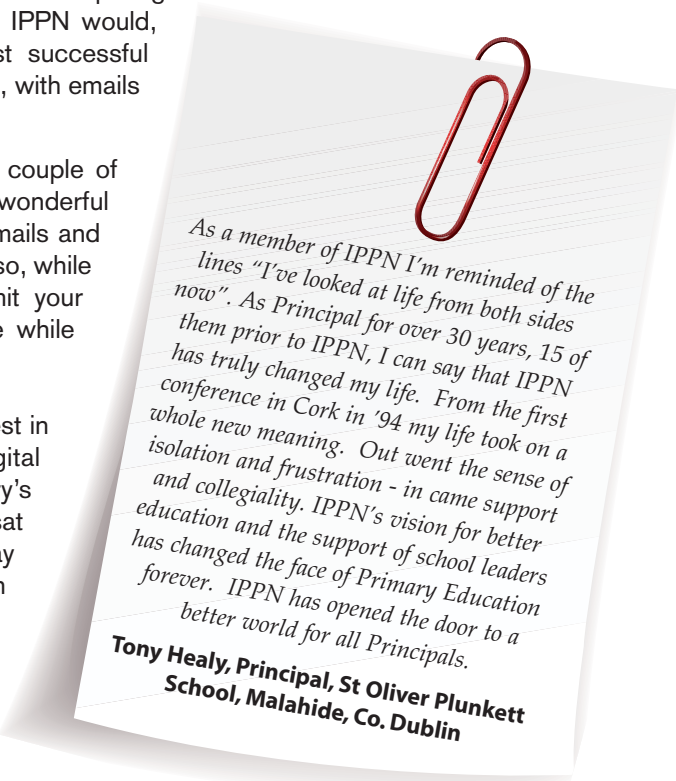
By 2002, then Minister for Education, Mr Noel Dempsey, was worrying about the increases in our population and was busy planting prefabs in the playgrounds of the country's schools. He must have slept more soundly at night though, knowing that, in that very year, the people at Ortho McNeil Pharmaceutical had just invented the birth control patch.

By 2003 the IPPN Annual Conference was well established and teachers were travelling from all parts of the country to listen to the great and the good of the education world regale them with gems of wisdom. A quick look around the conference car park would have shown a goodly number of Toyota Corollas, Ford Escorts, Volkswagen Jettas, Renault 18s and Datsun Bluebirds. Nobody as yet arrived in a 'hybrid' car which the Japanese, at their Toyota Works, had just invented.

By 2005 most teachers had figured out how to work their single Dell computer, presented to them by Eircom at the start of the bright new Digital Age a few years earlier. There were reports that in some parts of the country the internet occasionally actually worked, through a dial-up connection of course, provided no sparrows perched on the line. Only the real computer nerds though, and they were a very rare species in Irish schools at the time, were aware that in this very year Intel invented Express Chipsets, their newest chips that provided superior and inexpensive built-in sound and video capacities without the need for additional computer cards. Only the guru of the educational computing world, Seaghan, foresaw that within a few short years IPPN would, through that very same internet, be hosting the most successful networking ever conceived among Irish school Principals, with emails flying hither and thither like snuff at a wake.

2007 saw the invention of iPhones, although it was a couple of years before they reached Irish shores. With these most wonderful machines you could not alone TextaParent, read your emails and submit your queries for Principal Advice, but you could also, while sitting on the beach in some far-flung sunspot, submit your teacher recruitment advertisement to EducationPosts.ie while simultaneously listening to your favourite music!

It was around this time that many schools started to invest in interactive whiteboards, bringing a whole new digital dimension to the way in which we educate the country's children. Most importantly, even without the aid of 'sat navs', Irish Principals have, through IPPN, found their way to a whole new level of mutual support, using, in an imaginative and creative way, much of the technology which simply did not exist ten years ago. Where will the next ten years take us? Beam me up Scottie!



As a member of IPPN I'm reminded of the lines "I've looked at life from both sides now". As Principal for over 30 years, 15 of them prior to IPPN, I can say that IPPN has truly changed my life. From the first conference in Cork in '94 my life took on a whole new meaning. Out went the sense of isolation and frustration - in came support and collegiality. IPPN's vision for better education and the support of school leaders has changed the face of Primary Education forever. IPPN has opened the door to a better world for all Principals.

Tony Healy, Principal, St Oliver Plunkett School, Malahide, Co. Dublin

Membership

By Seán Cottrell

The story of IPPN's membership is remarkable. Starting out in 2000, the initial membership fee of £75 was offered in January 2000 to cover a Principal's membership until June 2001. 650 Principals became members in our first year. This was the first 'vote of confidence' which gave the 'Interim Executive Committee' (IEC) the encouragement to continue in its pursuit of creating a national professional body. The initial 650 members were also significant insofar as most of them were progressive in their leadership roles or engaged in professional development or were active in facilitating professional development. These Principals were among the first to recognise the benefit of participating in support groups.

Membership of a trade union is a personal expense



whereas a professional body fee is normally the responsibility of the employer. This argument, which IPPN made to the Department of Education & Science and to the Management Bodies, finally bore fruit with Circular 14/2002 which endorsed membership of IPPN as a valid Board of Management expense. Throughout the years that followed, membership increased incrementally until it went over 90% of all schools in 2007.

Responding to a growing number of requests, in 2004, it was agreed to invite Deputy Principals to become full members of IPPN from this point. Boards of Management did not incur additional expense as the IPPN fee covered both school leadership roles from this point. In addition, IPPN has over 100 Associate Members comprising of retired Principals, Principals based overseas, education academics and education



service providers. The current membership fee is €225 for schools with Teaching Principals and €260 for schools with Administrative Principals. Considering inflation during the last decade, the annual fee has increased very little. This is due mainly to the emphasis on developing sources of revenue for IPPN other than from members. Most organisations see 50% of potential members as the key threshold point both in terms of impact and sustainability. As a consequence of membership reaching over 90%, IPPN is placed in a strong position in both its capacity to represent the voice of Principals and their Deputies as well as its capacity to provide members with a range of supports and services responding to their changing needs.



The challenge of school leadership is an increasingly complex one. All the evidence shows that the quality of leadership is second only to the quality of teaching in its influence on school achievement. IPPN has drawn attention to the significance of school leadership in an Irish context, has enabled the development of a debate on leadership issues in Irish primary schools and has provided an essential network of reflection and support to Principals dealing with the daily and long-term strategic challenges of an ever more demanding role.

Professor Tom Collins, Dean of Teaching and Learning, NUI Maynooth

Publications

A brief summary of each of IPPN's key publications:

By Geraldine D'Arcy



Leadership+ is IPPN's professional member magazine issued 6 times a year, two issues per term. It contains opinion, research summaries, expert perspective pieces, profiles of school leaders, Q&A with education 'personalities'.

Supporting Each Other - a guide to best practice for the effective partnership between Principals and Parent Associations. This framework, published in 2010, has been jointly developed by the National Parents' Council Primary and the Irish Primary Principals' Network (IPPN). It supports an ethos of transparency and openness between all members of the school community.



Ciall Ceannaithe – Sound Advice & Borrowed Wisdom for Newly-Appointed Principals – first published in 2007, with annual revisions, this is a 'compendium' of hints, tips and advice gleaned from highly experienced Principals and mentors of new Principals to help get started in the leadership role and successfully navigate their way through the first few years.

Giorraíonn Beirt Bóthar: Distributed Leadership - Deputy Principals
This report, published in 2007, describes how the shared leadership vision for schools might be realised and how the role of Deputy Principal needs to be repositioned to provide for distributed leadership in the school.



Investing in School Leadership - Recruitment & Retention Crisis in Primary School Principalship. This report incorporated a review and analysis of the key issues that IPPN felt should feature in the report of the Public Service Benchmarking Body 2006-7 to address the Recruitment & Retention Crisis in Primary Schools.

Boards of Management - A Framework for Good Practice
Co-written by IPPN and the CPSMA and updated in 2007, this document offers practical suggestions in relation to the election and appointment of new Boards of Management.



Principal's Information Management System (PIMS). PIMS is a desk diary designed by and for Principals, with tools to help with both time and information management. It is designed to be shared with the school secretary and the Deputy Principal. It was first issued in 2006.

Quality Leadership ↔ Quality Learning - Proof beyond reasonable doubt. This paper explores the link between the leadership role and the quality of teaching and learning in schools. The report was launched by Professor Fullan at IPPN's Annual Conference on February 2nd 2006.



Often quoted is Professor Fullan's comment that:

'Every review of the research literature on school improvement has highlighted the key role of the Principal, for better or for worse, i.e. there are no examples of school-wide success without school leadership; all examples of school failure include weak or ineffective leadership.'



After a two-year research project with St. Patrick's College, Drumcondra, **New Horizons for Smaller Schools and Teaching Principalship in Ireland** was published in 2005. The key questions addressed in the report include

- the advantages and disadvantages of smaller schools and whether they could survive in their current form
- whether the role of teaching Principal could be made attractive professionally and financially
- what had been done in other countries to support smaller schools and teaching Principals
- what initiatives/pilot projects would be suitable for Irish schools and what incentives and supports would be required to ensure their success.



The **Primary Education Management Manual** was initially published in 2004 in conjunction with Thomson Roundhall. This was a comprehensive legal handbook for Principals edited by David Ruddy BL – IPPN legal advisor.



In School Management – A Critical Review – In 2003, an IPPN Executive Sub-Committee prepared this position paper to examine those issues that needed to be addressed to maximise the potential of the existing In-School Management structures for the benefit of all involved in primary education.



Defining the Role of the Primary Principal in Ireland – This was a groundbreaking piece of research back in 2001, conducted by HayGroup Management Consultants, the first time the school leadership role had been reviewed in such detail.



The Value of Leadership? This was published in 2001 and was IPPN's initial report on the leadership role and submitted to the INTO as an input to the first 2002 Public Service Benchmarking Report.

I have had the privilege of having a long-standing association with IPPN. IPPN is a self-organizing and self-starting institution that has deeply promoted school leadership in Ireland. It stands for the best of practice and the best of research. It has been relentless in reaching for and attaining the high ground of leadership, promoting the development of school leaders across the country.

IPPN has been a model of the learning organisation in its thoroughness, and innovation-practical newsletters, commissioned research, policy papers, promotion of face-to-face learning. Congratulations on your tenth anniversary. I feel like I am an honorary member of the family having been with you most of those years. A history and contribution that brings great credibility to the Principalship!

Professor Michael Fullan, Professor Emeritus, OISE/University of Toronto

1999-2000 - at a Glance



Founding President – Jim Hayes

From the time that Jim Hayes agreed to act as interim President of IPPN on March 20th, 1999, he undertook a hectic schedule of meetings for his years as President. These meetings varied from relatively informal meetings with groups of Principals in every county throughout the length and breadth of the country (informing Principals about IPPN) to regular formal meetings of the Interim National Committee and Executive as well as formal meetings with officials in the Department of Education and Science, government ministers, representatives of the other partner bodies in primary education and other agencies. Because the concept of the secondment of the President had not been formalised in those years, special arrangements, when necessary, were agreed with both the Department of Education and the Board of Management of Scoil Oilibhéir, Ballyvolane, Cork, so as to minimise interruption to school life.

Continuous Professional Development

National Principals' Conferences

On February 26th and 27th 1999, the second National Principals' Conference organised by Primary Principals' Network (Eastern Region), was held at the Grand Hotel, Malahide. The theme was *'Being a Head - Staying a Head'*.

On 25th & 26th February, 2000, a third National Conference was held in the Grand Hotel, Malahide, Co. Dublin, also organized by Primary Principals' Network

(Eastern Region). The theme was *'Leading to Learn – Learning to Lead'* and over 400 Principals attended. Jim Hayes, as Interim IPPN President, gave the closing conference address in which he outlined the development of the new National Network to date and spoke about its proposed structures, aims and objectives.

Milestones & Events

March 1999

An inaugural meeting of volunteer Principals who signed up at the Principals' Conference organised by PPN (Eastern Region) in February to progress the setting up of a National Network met at Kildare Education Centre. All present consented to serve on an Interim National Committee while Jim Hayes, Raymond King and Tomás Ó Slatara were prevailed upon to act as interim President, Secretary and PRO respectively.

April 1999

- A second Interim National Committee meeting was held at Kildare Education Centre
- Publication of 1st IPPN Newsletter (including congratulatory letters, philosophy of IPPN and Interim Committee members)
- A meeting was held in the Department of Education & Science between interim officers of IPPN and John Dennehy, Secretary General DES.

May 1999

Further Interim National Committee meetings were held at Portlaoise and Galway Education Centres

June 1999

A meeting was held between interim officers of IPPN and officers of the INTO in Parnell Square

July 1999

A meeting was held in the Department of Education & Science between interim officers of IPPN and DES officials

Aug 1999

An Interim National Committee meeting was held at Cahir House Hotel

Sep 1999

A meeting was held between interim officers of IPPN and Directors of Education Centres

An Interim National Committee meeting was held at Portlaoise Education Centre

Oct 1999

- An Interim National Committee meeting was held at Portlaoise Education Centre

- A series of meetings took place with the officers of NPC, Gaelscoileanna, Church of Ireland, and Educate Together in Dublin
- A meeting was held between interim officers of IPPN and members of 99/00 Conference Organising Committee.

Nov 1999

A meeting was held between interim officers of IPPN and Dr. Pádraig Travers, President, St. Patrick's College, Drumcondra to discuss matters of mutual interest.

Jan 2000

DES /Ministerial letter dated 18th January signed by the Minister for Education & Science, Micheál Martin TD stating that the Department "recognises the pivotal role of the Principal in the school community and is positively disposed towards providing support towards the establishment on a nation-wide basis of this new organisation". The officers were also informed that the Department would provide for "the secondment of a Principal Teacher for one year to act as a Director to the Network"



Micheál Martin TD

Feb 2000

Official Launch of IPPN by newly-appointed Minister for Education & Science, Michael Woods TD, in Dublin Castle. This was an historic occasion in a splendid setting in the presence of many key figures in Primary Education in Ireland. The Minister for Education and Science referred to 'this landmark day' and 'a most important day for primary education generally'. President Jim Hayes outlined the main aims of the new Network.



Jim Hayes & Dr. Michael Woods TD

March 2000

- IPPN invited for first time to NAPD Conference Dinner
- IPPN invited for first time to CPSMA Conference Dinner.

May 2000

- At a meeting of the Interim National Committee at Portlaoise, a decision was made to publish an advertisement for the role of IPPN Director
- Publication of 2nd Newsletter (including launch of IPPN & advertisement for Director)
- The first meeting of the Interview Panel for the appointment of IPPN Director was held in the Horse & Jockey Hotel, Tipperary
- A meeting of the Interim National Committee Meeting was held at Portlaoise Education Centre.

June 2000

- A letter dated June 19th confirms that IPPN is accepted as full members of International Confederation of Principals (ICP)
- A second meeting of the Interview Panel for the appointment of IPPN Director was held in the Horse & Jockey Hotel, Tipperary in order to shortlist candidates
- Interviews were held for the position of IPPN Director in Aisling Hotel, Dublin.

July 2000

At a meeting of the Interim National Committee at Portlaoise, Seán Cottrell was ratified for appointment as the first Director of IPPN.

2000-2001 - at a Glance

President – Jim Hayes

Continuous Professional Development

Seminar on Special Educational Needs

A one day seminar entitled 'Pupils with Special Needs in the Primary School' was held on October 16th, 2000 and was officially opened by Dr. Michael Woods, TD Minister for Education & Science.

Principals' Conference 2001

Theme: Tacaíocht, Misneach agus Spreagadh
Date: 15th to 17th Feb 2001
Venue: Corrib Great Souther Hotel, Galway,
Attendance: 370 Principals

Speakers:

- Prof John Coolahan, NUI Maynooth
- Prof John Dennehy, DES Sec. Gen.
- Dr Maureen Gaffney, Chair, National Economic & Social Forum.
- Eileen Flynn, SDP National Coordinator
- Áine Lawlor, Revised Curriculum National Coordinator
- Angela Lynch
- Dr Ciarán Sugrue, St Patrick's College
- Jim Hayes, IPPN President
- Seán Cottrell, IPPN Director.

This was the first official IPPN National Primary Principals' Conference. The President, Jim Hayes, in his address to Conference, outlined the vision of IPPN in relation to future educational developments. He noted the significance of the Report of the Working Group on the Role of the Primary Principal in that it 'broke the cartel' with serving Principals given representation for the first time. The report made positive recommendations on networking and some aspects of the report such as administrative days for Principals, caretaker and secretarial allowances were already acted upon. He paid tribute to the then Minister for Education and Science, Micheál Martin TD, for his visionary policies which ultimately opened the door to IPPN.

The President stressed that the role of the Principal needed to be defined, options for Principals 'stepping down' needed to be discussed and Deputy Principals



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needed to be brought on board. IPPN were contacting Boards of Management with a view to encouraging them to provide a budget for staff development. He acknowledged the many regional meetings that were taking place and welcomed the support from the other partners in education.

In his address to Conference, Professor John Coolahan stated that the formation of IPPN (and NAPD) was not happening by accident but because of necessity. They were part of a process and responding to change. He said that in generations to come the development of support groups and the formation of IPPN would be seen as a very significant point of departure in Irish education and that words like 'Tacaíocht, Misneach agus Spreagadh' should be the mantra for IPPN. Dr. Ciarán Sugrue, St. Patrick's College, Drumcondra, in his paper to Conference said that "Potentially the most significant legacy of this period has been the emergence of IPPN".

Milestones

- **Dec 2000** - At an Interim National Committee meeting in Portlaoise Education Centre on December 6th, the following Principals were co-opted on to the Interim National Committee: Noreen Carroll (Dublin), Marjorie Flynn (Kerry), Paddy Flood (Monaghan), Seán Hanley (Cavan), Seán Holian (Galway), Peter Long (Limerick), Pat Moore (Galway), John O'Byrne (Clare)
- **April 2001** - At a meeting of the Interim National Committee Meeting held in Portumna on April 7th, 2001, it was decided to appoint an Interim Executive Committee to act on behalf of the Interim National Committee between meetings. In addition, a sub-committee was formed to prepare for and enable the smooth transfer from Interim to Full National Executive/Committee as soon as the constitution was formally adopted.
- **June 2001** - IPPN carried out groundbreaking research among Deputy Principals in which 92% expressed a desire to join IPPN.



Tajik Principals attending workshops run by Irish Principals

- **August 2001** - a Mentoring Programme for newly-appointed Principals was initiated. Each newly-appointed Principal received a letter explaining what IPPN was about, what the mentoring service offered and how to participate.

Publications

- Leadership+ Issues 1 to 6.

Research

- **May 2001** - Professional Development needs of Deputy Principals.

Challenges/Issues of the Year

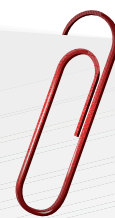
- **Jan 2001** - IPPN met with candidates for the position of General Secretary of the INTO and their



John Carr & Joan Ward (INTO)
with Jim Hayes & Seán Cottrell

views were sought on their understanding of the role of IPPN, how best INTO and IPPN could work together and issues around benchmarking. Their views were carried in our 5th Newsletter published in March.

- **Jan 2001** - a new website dedicated to primary Principals - www.ippn.ie - was launched
- **May 2001** - Noreen Carroll represented IPPN at the National Association of Headteachers (NAHT) Annual Conference in Harrogate, United Kingdom on May 29th
- **May 2001** - a meeting was held between executive members of IPPN and INTO
- **July 2001** - a number of Principals led by Seán Cottrell participated in a voluntary teacher training project for six weeks in Tajikistan.
- **July 2001** - Tomás Ó Slatara and Colm Cregan represented IPPN at the International Confederation of Principals Conference in Korea.



Leadership is vital to the success of any organisation and schools are no exception. The first ten years in the life of IPPN coincided with a time of great change in primary education. Through its wide range of services to Principals and Deputy Principals, IPPN has supported organisational and curriculum change. As Patron of the Catholic primary schools in the Archdiocese of Dublin, I pay tribute to the Principals whose vision led to the establishment of the organisation and to the current members who provide professional support to their colleagues.

Archbishop Diarmuid Martin

2001-2002 - at a Glance

President – Jim Hayes

Continuous Professional Development

Principals' Conference 2002

Theme: Cúram, Tuiscint agus Comhlúadar –
The Challenge of Leadership
Venue: Corrib Great Southern Hotel, Galway
7th to 9th February 2002
Attendance: 550 Principals

Speakers:

- John Dennehy, Secretary General of the DES
- Gearóid Ó Conluain, Deputy Chief Inspector
- Dr Edward Walsh, Chairman of the Irish Council for Science Technology & Innovation
- David Ruddy, BL
- Ian O'Herlihy, partner Arthur O'Hagan Solicitors
- Jim Hayes, IPPN President
- Seán Cottrell, IPPN Director.

The President, Jim Hayes, in his address to conference, highlighted "The Value of Leadership?" (a recent IPPN publication) which listed 48 reports, policies and initiatives that had surfaced since 1990. This IPPN benchmarking research document was described as a 'key reference document for any future discussion on Principalship'. He also referred to the fact that IPPN now had a free recruitment website, www.EducationPosts.com (now EducationPosts.ie) in addition to its main website and the email-based mailing list 'networking@ippn.ie' which was proving to be highly popular. The new professional advisory service was also meeting a big demand.

He called for a two-year moratorium to be put on the introduction of further subjects in the implementation of the revised curriculum and for greater synchronisation between SDPS and PCSP. He spoke about the need for an agreed number of planning days to be set aside each school year and for a responsive, flexible strategic system for meeting the needs of pupils with special education needs.

He stressed that one of the most challenging aspects of the Principals role is that of instructional leader. He stressed the need for a dedicated, autonomous,

representative professional association. IPPN is that professional association.

Professor Andrew Hargreaves Seminar

On April 17th, a seminar entitled "Teaching & Leading in the Knowledge Society" was facilitated by Dr. Andy Hargreaves in Dublin.

Deputy Principals Seminar

Date: 30th May 2002
Venue: Corrib Hotel, Galway
Attendance: 65 Deputy Principals
Facilitation: Jim Hayes and Seán Cottrell

This was the first Deputy Principals Seminar in Ireland. Jim Hayes and Seán Cottrell facilitated this first national seminar and two inspectors, Lorcán McAneaney and Micheál Ó Conghaile represented the Department of Education and Science.

The day consisted of each attendee looking at their experience as Deputy (formerly 'Vice') Principal and examining the role with a view to defining it and defining its professional development needs. The feedback was positive and sowed the seeds for debate at national executive regarding membership for Deputy Principals. In addition, a sub-committee of Deputy Principals was elected to discuss future developments.

Milestones

- Jan 2002 - Leadership Development for Schools (LDS) team was established. IPPN worked closely with the LDS team regarding our Mentoring Programme.
- Apr 2002 - the Department of Education and Science issued a Circular (14/02) to Boards of Management and Principals of National Schools as follows:

Circular (14/02) to Boards of Management and Principals of National Schools – IPPN

The Minister for Education and Science, Dr. Michael Woods, T.D., recently granted recognition to the Irish Primary Principals' Network as a professional body for Principals in primary schools. The organisation will be given representation on appropriate groups and committees under the aegis of the Department of Education and Science. Following consideration of representations made to the Department, I am directed

to inform you that the cost of membership subscriptions to the new Network is an appropriate charge on school funds. Accordingly, individual school management authorities may, if they wish, meet this cost from funding advanced by the Department towards the school's operating costs.

Dermot Ryan, Principal Officer, April 2002.



- May 2002 - First Annual General Meeting of Fully Elected National Committee and Executive. May 31st was an historic day in the history of IPPN. The first Annual General Meeting of the first fully elected National Committee/ Executive was held in the Corrib Great South Hotel in Galway:

Members of the National Committee of IPPN -

Mandy McDonnell Ryan & Noel Garvey (Carlow), Rosemary O'Reilly & Seán Hanley [Professional Development Co-Ordinator] (Cavan), Michael Drew & Margaret Cooney (Clare), Íde Ní Dhúbháin [Treasurer] & Jim Hayes [President] (Cork), Joe Diver [Membership Co-Ordinator] & Oliver Gilmore (Donegal), John Curran [Assistant Treasurer] & Maria Spring [Assistant PRO] (Dublin), Virginia O'Mahony [Deputy President] & Pat Moore (Galway), Maria McSwiney & Kathleen Lynch (Kerry), Ann McQuillan & Frank O'Meara (Kildare), Rita Holohan & Brendan Smyth (Kilkenny), Aidan McEvoy & John Murrell (Laois), Caroline Healy & Brid Cahill Mahon (Leitrim), Peter Long [ICT Co-Ordinator] & Kathryn O'Connor (Limerick), Marett Smyth & Katherine White (Longford), Owen Darcy and John Moloney (Louth), Seán Ó Láimhín & Pádraic McKeon [Membership Co-Ordinator] (Mayo), Cóilín Ó Coighligh

& John White (Meath), Jimmy McGeough & Paddy Flood (Monaghan), Damian White & Nora Kavanagh [Recording Secretary] (Offaly), Ethna Drudy & Caroline Maddigan (Roscommon), Aileen Donagher McGowan & Jean McGowan (Sligo), Tomás Ó Slatara [PRO] & Pat Meaghar [Research & Development Co-Ordinator] (Tipperary), Maria Doyle & Garrett O'Hanlon (Waterford), Dolores Corcoran [Professional Development Co-Ordinator] & Eileen Burns (Westmeath), Pat Goff & Pat Kavanagh [Research & Development Co-Ordinator] (Wexford), Tom McGann & Martin Murphy (Wicklow), Larry Fleming [Executive] David Ruddy [Legal Advisor] & Seán Cottrell [National Director]

- July 2002 - An Taoiseach, Bertie Ahern TD, launched IPPN's recruitment website www.EducationPosts.ie in St. Patrick's College, Drumcondra. Speaking at the launch, he said "The task of finding vacancies and suitable candidates has become particularly difficult for BOMs and PrincipalsThis recruitment service is timely and has immense potential to address that problem in a way that helps both schools and job applicants..." IPPN held discussions with the DES, CPSMA and the INTO requesting that the rules governing recruitment of Principals and teachers be amended so as to recognise the status of EducationPosts.ie as an equally valid way of advertising vacancies.

Challenges/Press Releases

- **July 2001** – Primary Principals support colleagues in Tajikistan
- **Sep 2001** - members of IPPN and NAPD attended a meeting in Ennis Education Centre in relation to the Leadership Development for Schools Programme – a new initiative from the Department of Education and Science set up in conjunction with IPPN among others.



Prof. Ed Walshe (UL), Jim Hayes, Michael Nolan (Allianz)

2001-2002 - Cont'd

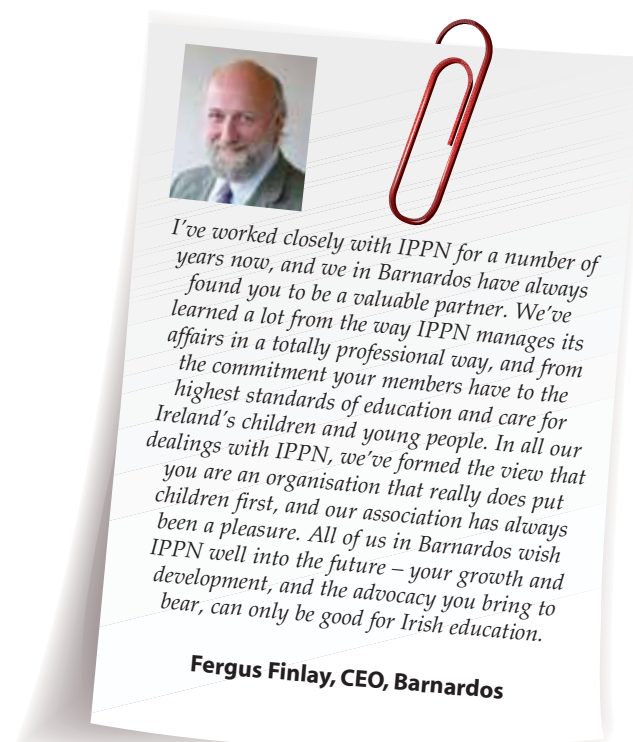


Brian Tobin, Máire Áine Uí Aodha & Dan Leo

- **Feb 2002** - Jim Hayes said 'The education of pupils with special needs is one of the major concerns that schools have to deal with nowadays.'
 - Ed Walsh discussed primary education reform
 - IPPN sent a document regarding Supervision to the DES, CPSMA and INTO outlining the IPPN position to issues regarding supervision pertaining at the time
 - **Apr 2002** - IPPN was represented at the ICP Council Meeting in Auckland
 - **Jun 2002** – IPPN represented at CPSMA Retirement Lunch for Sr. Eileen Randles
 - **July 2002**- meeting at NAHT headquarters in London between representatives of IPPN and NAHT
 - **Aug 2002** – IPPN introduced a new 'Text-a-Sub' service for schools to simply and quickly find a substitute teacher to cover for a teacher absence in the school.
- **Oct 2001** - IPPN was formally invited as a guest at the INTO Principals' Conference in Mullingar.
 - **Nov 2001** - IPPN commissioned independent management consultants HayGroup to review the role of Principal teacher, the first time any such analysis had been undertaken independently.
 - Jim Hayes chaired a meeting between members of the IPPN and INTO executives at the Gresham Hotel, Dublin. Subsequently, the INTO requested IPPN's research document on benchmarking "The Value of Leadership?"
 - The initial LDS team appointed included Eileen O'Connor, Deputy Principal, Greendale Community School, Dublin, Shay Bannon, Principal, Ardscoil na mBráithre, Clonmel, Co. Tipperary, Paddy Flood, Principal, Edenmore NS, Emyvale, Co. Monaghan and Colm Cregan, Principal, St. John's Infant and Girls' NS, Limerick
 - **Dec 2001** - IPPN officers met with the Minister for Foreign Affairs to outline important issues for primary education in Ireland and the role of IPPN
 - Peter Long, Scoil Íde, Corbally, Limerick undertakes editorial role over www.ippn.ie website
 - **Jan 2002** - focus group meetings were held in the HayGroup offices in Dublin as part of the preparation for the compilation of the report on "Defining the Role of the Primary Principal in Ireland".
 - A meeting was held between officers of IPPN and NAPD in Cork
 - Representatives of the INTO executive met with members of the interim IPPN executive in Dublin

Publications

- Leadership+ Issues 7 to 12
- The Value of Leadership - published in 2001, this was IPPN's initial report on the leadership role and submitted to the INTO as an input to the first 2002 Public Service Benchmarking Report.





Seán at Conference 2005



Larry in Action



David Ruddy & Gene Mehigan



Damian White



Emily Logan & Tomás Ó Slatara



Seán at Conference



Virginia & Tomás



Terry Prone



'Tipperary tongue firmly in cheek!'

2002-2003 - at a Glance

President – Jim Hayes

Continuous Professional Development

Principals' Conference 2003

Theme: Professionalism – Putting Policy into Practice

Venue: Corrib Great Southern Hotel, Galway from 6th to 8th February 2003

Attendance: 550 Principals. Representatives of the Deputy Principals's sub-committee also attended.

Speakers:

- Senator Feargal Quinn
- Fintan O'Toole, Journalist
- Anne Looney, Chief Executive, NCCA
- John Walshe, Education Editor, Irish Independent
- Eamon Stack, Chief Inspector
- Kenny Wright, President of NAHT NI.
- Jim Hayes, IPPN President
- Seán Cottrell, IPPN Director.

The President, Mr. Jim Hayes, in his address to Conference, outlined the key problem areas of education that IPPN intended to address in the future, whilst simultaneously cataloguing the many huge achievements that had embedded the organisation in the educational psyche over the last three years.

The involvement of Deputy Principals was an important step forward and he made particular reference to the publication of the first-ever Primary Educational Management Manual and the provision of Airgead Bunscoile for Board of Management Treasurers. The President paid tribute to the members of the County Network committees, National Committee, National Executive and in particular to National Director, Seán Cottrell, expressing delight that Seán had secured a five-year secondment from the Board of Management of Glounthaune NS, County Cork to allow him to continue his work with IPPN.

The President noted a most significant conclusion in the HayGroup report which was launched at the conference - that Principals are leaders first and teachers second and the primacy of our leadership role should be reflected in our daily duties, not to mention our pay packets. Principals are leaders - not just teachers with 'additional' responsibilities! They deserve



Eamon Stack, Virginia O'Mahony, Caoimhe Máirtín, Aine Lawlor & Seán Cottrell

to be remunerated as Principals and not as teachers with 'additional' responsibilities. This further underlined the need to pursue a separate salary scale for Principals - a need that should have resounded through the hallways of Benchmarking.

Mr. Hayes referred to the HayGroup recommendation on clustering to preserve viability of small schools. He announced that IPPN would proceed with an in-depth analysis of small schools, resulting in the publication of a position paper that would form the basis of support structures to enable all small schools survive and thrive. He announced that it was also intended to hold a one-day seminar on 'The Future of Small Schools'.

Professor Michael Fullan Seminar

Theme: Leading in a Culture of Change

This was the first IPPN event facilitated by Professor Fullan, Dean of Ontario Institute for Studies in Education at the University of Toronto. 160 Principals attended the 1-day seminar at the Citywest Hotel, Dublin on 16th May 2003.

Milestones

- Official launch of EducationPosts.com by An Taoiseach, Bertie Ahern on 1st July 2002.

Publications

- In School Management - A Critical Review – This was a break-through document, describing the role

of the ISM team and the potential difficulties it posed for Principals

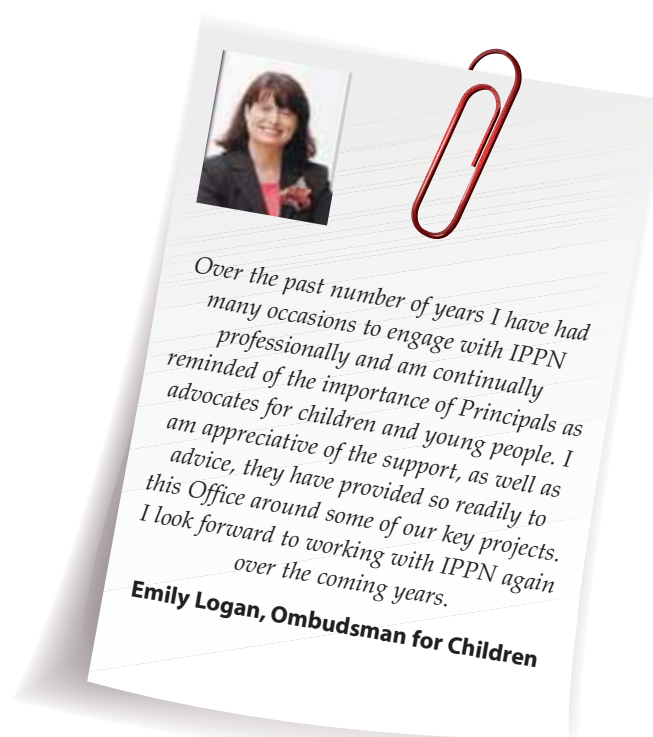
- Primary Education Management Manual (PEMM) – This publication was the first of its kind in primary education, produced by IPPN in collaboration with Thomson Roundhall Press.
- The historic launch of the HayGroup Management Consultants first-ever independent report on 'Defining the Role of the Primary Principal in Ireland' took place at the 2003 Conference. The report identified the priority areas for which Principals are accountable, the competencies required for effective leadership, the key challenges and impediments which prevent Principals from fulfilling their roles effectively and key recommendations vis-à-vis aspects of school organisation and leadership which require urgent attention. It gives a role profile, a model of leadership and issues recommendations. It poses major questions on the shape of education in the future, particularly on the dual role of the Teaching Principal.



Jim Hayes, Eamon Drea & Caoimhe Máirtín at the launch of 'Defining the Role of the Primary Principal in Ireland' at Conference 2003

Challenges/Press Releases

- **Sep 2002** – Supervision and threat of school closures. After an IPPN executive meeting in August, a press release was issued recommending that existing arrangements be kept in place until revised supervision arrangements are agreed
- **Sep 2002** - a meeting of executive members of IPPN & INTO took place in Parnell Square
- **Oct 2002** – Airgead Bunscoile CD for members. Each member received a CD called Airgead Bunscoile – a school accounts software package produced by an IPPN subcommittee coordinated by Donal Kerins, Rushbrooke NS, Cobh, Co. Cork
- Deputy Principals Sub-Committee Meeting was held in Laois
- At an LDS Seminar in Dublin, Peter Baldwin, Assistant Secretary, Department of Education and Science, launched 'School Leadership: A Profile'
- Falling rates for application for Principalships
- SEN resources in schools
- **April 2003** - IPPN represented at CPSMA AGM in Dublin
- **April and June 2003** - Crisis facing Principals – meeting with INTO in Parnell Square
- **July 2003** - IPPN was represented at the sixth World Conventions of the International Confederation of Principals in Edinburgh held in July.



2003-2004 - at a Glance



President – Virginia O'Mahony

The focus of 2003/2004 was to continue to develop IPPN services to a growing membership. As the role of the Primary Principal became more complex & demanding, the challenge at this time for IPPN was to develop practical relevant supports for members. This year saw significant growth in the demand for confidential Principal advice on an individual basis. In response, a team of experienced Principals was further expanded to meet this growing need. IPPN's relationship with the other education partners and agencies was further enhanced through meetings, both formal and informal, we ensured that the voice of Principals was heard on issues which impacted on their crucial leadership role.

Continuous Professional Development

North South Conference - 'Putting Our Heads Together'

Principals from the North and South of Ireland came together at the Slieve Russell Hotel in County Cavan for an historic Conference on 22nd – 24th November 2004. This was the first ever cross-border conference of primary school leaders in Ireland. The National Association of Head Teachers, (NAHT NI) and the Irish Primary Principals Network (IPPN), provided a forum where Principals, Deputy Principals and partners in education North and South shared their experiences of delivering education throughout the whole island of Ireland.

Funding was provided by the Department of Education and Science North/South Co-operation Unit and NcompasS, which is a partnership between British Council, Léargas and the Youth Council for Northern Ireland. Speakers were Virginia O'Mahony, (President IPPN), Dr. Sheelagh Mc Grogan (RTU/NI), Dr. Mark Morgan, (St. Patrick's College, Drumcondra), Mr Colm Davis, (Vice- President NAHT NI), Dolores Corcoran, (IPPN), Ms. Sinead Mc Laughlin, (IPPN), Mr Billy Tate (Aughnacloy P.S), Ms Máire Ní Threasaigh (British Council) and Emer Malone (Léargas)

The Conference theme provided opportunities to

- Commonality and difference regarding differing job descriptions, roles, shared experiences and issues which are both cross-border and international
- The future of smaller schools and teaching Principals
- The integration of children with special needs
- The establishment of closer cross -border links at association, school and individual Principal level

Principals' Conference 2004

- Theme:** Leadership is Different – Ag ceannaire féin is fear cá luíonn an bhróg air
- Attendance:** 700 Principals
- Facilitator:** Caoimhe Máirtín
- Venue:** Citywest Hotel, Dublin
- Date:** 5th to 7th February 2004
- Speakers:**
- John Walshe, Education Editor, Irish Independent
 - Pat Cox, President of the European Parliament
 - Professor Kathleen Lynch, Chair of Equality Studies, UCD
 - Mary Davis, CEO of the Special Olympics
 - Virginia O'Mahony, President IPPN
 - Seán Cottrell, Director IPPN.

At IPPN Conference in January 2004 it was pointed out very clearly to the Minister of the day, Noel Dempsey TD, that his vision for education would never become a reality without the support of school leaders.

Deputy Principals' Seminar

- Venue:** Montague Hotel, Portlaoise, 24th April 2004
- Theme:** Defining the role of the Deputy Principal
- Attendance:** 175 Deputy Principals
- Facilitator:** Máire Áine Uí Aodha



Prof. Michael Fullan - Leading in a Culture of Change

Professor Michael Fullan

Theme: Leading in a Culture of Change

IPPN hosted 2 one-day workshops facilitated by Professor Michael Fullan on Tuesday 11th May 2004 in the Anner Hotel, Thurles, Co. Tipperary and on Wednesday 12th May 2004 in the Bloomfield Hotel, Mullingar, Co. Westmeath.

Online Summer Course

The Principal and the Law online course was facilitated by David Ruddy, BL during the summer, in collaboration with Mary Immaculate College, Limerick.

Milestones

On October 18th, the IPPN Annual General Meeting was held in the Corrib Great Southern Hotel, Galway. Jim Hayes announced his intention of stepping down as IPPN President and Virginia O'Mahony was elected the second President of IPPN.

Challenges/ Press Releases

- Nano Nagle anti-bullying case
- Weighting system for SEN allocations
- Principals take a lead in addressing underperformance
- 1,300 Principals respond to a survey on Principals' Workload
- Executive members of IPPN and NAPD met in Laois to discuss progress in issues of mutual interest
- Circular 09/04 on SEN emphasised teamwork and collaboration in the integration of children with SEN and in drawing up IEPs
- IPPN recommended that Principals would regard all Learning Support Teachers and Resource Teachers as Support Teachers
- IPPN provided professional advice on the appointment of SNAs
- IPPN expressed concern about the growth of commercialism in schools

- Principals had a difficult summer with long delays in panels being cleared
- IPPN joined the DES working group on Principals' Workload which began by reviewing the DES Circular relating to In School Management. The revised circular has never been published
- Seán Cottrell and David Ruddy presented a submission to the Joint Oireachtas Committee on the Education for Persons with Disabilities Bill.
- Meetings were held with Minister Noel Dempsey, CPSMA and INTO
- 190 Newly Appointed Principals were supported through the assistance of a Mentor
- Whole School Evaluation was extended gradually as a general means of school inspection.

Research/Policies

- IPPN research on In-School Management - Under the title "Future of Small Schools and Teaching Principalship", IPPN worked in co-operation with St. Patrick's College of Education led by Dr. Mark Morgan and published an important research document on ISM entitled 'In School Management - A Critical Review'. This was a break-through document, describing the role of the ISM team and its shortcomings.
- Survey on Principals' Workload to which 1,300 responded.

Significant Projects

- IPPN Bursary 2004 was jointly awarded to Marie Dunphy, Principal of St Fergal's JNS, Ballywaltrim, Bray, Co. Wicklow and Helen O'Sullivan, Principal of Holy Rosary School, Dominican Convent, Wicklow Town. Helen and Marie undertook a study visit to New Zealand on the topic of 'Leadership Development for the Learning Community' in order to assess the impact of Leadership Development opportunities on attitudes to continuous professional development among teachers.

Publications

- Boards of Management – A Framework of Good Practice –To coincide with the election of new four year term Boards of Management in November, CPSMA and IPPN agreed to produce a joint document outlining examples of good practice for Boards of Management called "Boards of Management – A Framework of Good Practice". This was revised in 2007.
- Leadership+ Issues 17 to 21.

2004-2005 - at a Glance

President – Virginia O'Mahony

2005 was a year where IPPN put strong emphasis on the pivotal role of the Principal in bringing about positive school improvement. The challenge of the new weighted system for the provision of resources to children with SEN was uppermost in the minds of Principals.

IPPN continued to play an active role on the DES working group dealing with Principals' Workload and the role of the ISM team. Principals asked to be allowed to lead the teaching and learning in their schools.

Continuous Professional Development

Principals' Conference 2005

Theme: Inspiring Professionalism

Attendance: 700 Principals

Conference Facilitator: Ms Caoimhe Máirtín, President, Coláiste Mhuire, Marino

Venue: Citywest Hotel, Dublin

Date: 3rd to 5th February 2005

Speakers:

- Mr Eamon Stack, Chief Inspector, DES
- Ms Áine Lawlor, Director, Teaching Council
- Ms Mary Hanafin TD, Minister for Education & Science
- Dr Diarmuid Martin, Archbishop of Dublin
- Ms Geraldine Kennedy, Editor, Irish Times
- Virginia O'Mahony, President IPPN
- Seán Cottrell, Director IPPN.

International Confederation of Principals Conference

In March 2005, IPPN and its second level colleagues, NAPD, hosted an historic event in Cork from March 7th to 11th. Both Principals' associations are affiliated to the International Confederation of Principals (ICP) and agreed to host ICP's Council Meeting for 2005. Cork was chosen as the conference venue to coincide with the city's designation as European Capital of Culture. The ICP Council Meeting, based at the Maryborough Hotel in Douglas, was attended by 60 delegates from 30 countries across 6 Continents.

As part of the ICP Council Meeting, a one-day focused symposium took place on Wednesday March 9th. The day was facilitated by Michael Farrell, currently



Seán with Prof. Michael Fullan

Corporate Secretary of UCC and a founding member of IPPN. The focus of this day was 'The challenge of recruiting and retaining school leaders' and the issue was addressed by Professor John Coolahan, NUI Maynooth, Dr. Séamus McGuinness, TCD and Professor Geraldine McCarthy, Professor of Nursing, UCC.

Professor Michael Fullan Workshops

Theme: Leading in a Culture of Change

Three one-day workshops were held on

- Monday 9th May 2005 in Mallow, Co. Cork
- Tuesday 10th May 2005 in Galway
- Thursday 12th May 2005 in Dublin.

Online Summer Course

'The Principal & The Law' - Online Summer Course on legal issues pertaining to primary schools, was facilitated by David Ruddy BL, in collaboration with IPPN and Mary Immaculate College, Limerick during the summer of 2005.

Challenges/ Press Releases

- The establishment of the National Council for Special Education (NCSE) to take over the key functions in relation to SEN provision from the DES
- Whole School Evaluation was gradually rolled out as a general means of school inspection nationwide
- Principals begin to experience the demand of Section 29 appeals
- IPPN Bursary award 2005 went to Siobhán Cartúir, Gaelscoil na Rithe, Domnach Seachnail, Meath and Mary McGarry, Our Lady of Good Counsel National School, Mourne Road, Drimnagh, Dublin who undertook a study visit to Ontario, Canada

- By introducing the 'Ten Commandments for Self Care' IPPN again highlighted the need for Principals to be vigilant about their own health and welfare
- NCCA reported on the Primary Curriculum Review of 2003/2004
- Spreagadh: A Leadership Development Pilot Programme was launched as a three way partnership between IPPN, LDS and Cork Education Support Centre
- Dealing with bullying behaviour was a serious issue in many school communities
- Garda Vetting Unit began to do checks on new teachers and school employees in September 2005
- Minister Hanafin announced that WSE reports were to be published. 62.5% of IPPN members were in favour of publishing the reports
- IPPN provided guidance to Principals on the in school management of SNAs
- In July, a number of IPPN executive members were invited to travel as delegates to the Convention of the International Confederation of Principals (ICP) in Cape Town, South Africa where they delivered a number of workshops.
- The demands placed on the Principal of having Special Classes in mainstream schools were highlighted by IPPN
- On September 21st Moira Lynch, Principal of Tubber NS, in Westmeath and a founding member of IPPN died after a long illness.
- Concern was raised by IPPN about the drop in applications for Principalship
- IPPN met with the NEWB to bring some clarification to Principals' many queries
- One teacher schools founded a support group to highlight the difficulties of their situation.
- Archbishop Diarmaid Martin told the IPPN annual conference that 'The primary ethos of the school should be an educational one"



Caoimhe Máirtín, Conference Facilitator

Research/Policies

- Jan 2005 – Principals' Workload
- Mar 2005 – Attitudes and Aspirations towards the Role of Principal
- Apr 2005 – Healthy Eating Policy/Sponsorship in Schools
- May 2005 – SEN Provision

Publications

- Professor Michael Fullan, an acknowledged expert in the field of Educational Leadership, wrote a document on School Leadership, specific to the Irish context. Entitled 'Sine Qua Non - The Role of the Principal in Educational Improvement'. This publication made a strong coherent and irrefutable argument for significant investment in Irish School Leaders as a key strategy towards general school improvement and better learning outcomes.
- New Horizons for Smaller Schools and Teaching Principals
- Leadership+ issues 22 to 27.



2005-2006 - at a Glance



President – Tomás Ó Slatara

Benchmarking was a key topic of discussion at county network meetings and Principals were impressed that IPPN showed leadership on this with the publication of 'Investing in School Leadership'. Professor Michael Fullan's publication 'Quality Leadership ↔ Quality Learning-Proof beyond reasonable doubt' contained critical recommendations for school leaders, government and IPPN that will merit discussion for many years to come.

Focus on smaller schools and the role of the Teaching Principal was a priority during this period as was the strengthening of the North/South links between IPPN and the National Association of Head Teachers (NAHT NI). The provision of joint professional development seminars for primary and second-level Principals and Deputy Principals was another significant development and these were delivered in co-operation with the National Association of Principals and Deputy Principals (NAPD).

Continuous Professional Development

Principals' Conference 2006

Theme: 'Quality Leadership ↔ Quality Learning'

Venue: Citywest Hotel, Dublin

Attendees: Over 700 Principals attended

Date: 2nd to 4th February 2006

Speakers:

- Dr John Bowman
- Prof Michael Fullan

- Ms Mary Hanafin T.D.
- Prof John West-Burnham
- Mr Paddy Flood, National Coordinator, LDS
- Mr Fergus Finlay, CEO Barnardos.
- Tomás Ó Slatara, President IPPN
- Seán Cottrell, Director IPPN.

Deputy Principals' Conference

Theme: 'Two Heads are Better than One'

The aim of the one-day event was to set out a clear vision for the role of Deputy Principal based on current best practice and the leadership needs of schools.

Venue: Friday May 26th 2006 at the Montague Hotel, Portlaoise

Attendees: 235 Deputy Principals attended the event.

Speakers:

- Gearóid Ó Conluain, Deputy Chief Inspector
- Zita Lysaght, Deputy Principal with LDS
- Caoimhe Máirtín, President of Coláiste Mhuire Marino
- Siobhán Cartúir, Principal, Dunboyne JS, Co. Meath and LDS Associate
- Seaghan Moriarty, IPPN Technical Advisor
- Terry Allen, Principal, St Mochta's, Clonsilla, Dublin and LDS Associate



Minister Hanafin with Seán & Tomás

Professor Andy Hargreaves Seminars

Theme: 'Leadership & Sustainability'



170 Principals attended two seminars held on October 13th 2005 at the GlenRoyal Hotel, Maynooth, Co. Kildare and October 14th 2005 at the Greenhills Hotel, Ennis Road, Limerick.

Professor Michael Fullan Workshops

Theme: 'Leading in a Culture of Change'

Over 100 Principals attended 3 one-day workshops jointly organised by IPPN and NAPD held on

- Monday 8th May 2006 in Athlone
- Tuesday 9th May 2006 in Kilkenny
- Thursday 10th May 2006 in Maynooth.

The purpose of the workshops was to learn about the latest insights in managing change, understanding of educational change and developing capacity for leading effective schools and systemic reform.

Online Summer Course

'The Principal & The Law' - was facilitated by David Ruddy, in collaboration with IPPN and Mary Immaculate College, Limerick during the summer of 2006. 85 Principals learned about the following topics:

- Education Act 1998
- Equal status Act 2000
- Protection of Persons Reporting Child Abuse Act 1998
- Data Protection Acts 1988-2003
- Freedom of Information Act 1997
- Education for Persons with Disabilities Bill 2003
- Education Welfare Act 2000
- Health & Safety at Work Act 2005
- Duty of Care/Negligence
- Case Law
- Admissions Policy
- Code of Discipline
- Anti-bullying Policy
- Child protection.

Challenges/Press Releases

- **Sep 2005** - Publishing of WSE reports
- **Oct 2005** – Autism Provision
- IPPN Calls for Major Shake Up of School Boards
- IPPN demands basic safety for one-teacher schools
- IPPN awards bursary for small schools initiative to school clusters in Cork & Longford
- **Nov 2005** – Ferns Report - Imperative to establish best practice and procedures in child protection
- **Dec 2005** – Principals caught in the middle – Irish Ferries Dispute/National Day of Protest
- **Jan 2006** – Pre-Conference Survey
- **Feb 2006** – Clustering of small schools essential
- Teaching Principals overloaded and undervalued
- **Mar 2006** – Early publication of the redeployment panels required
- Tributes paid to education visionary Jim Hayes on his retirement
- Benchmarking Submission – Investing in School Leadership
- **June 2006** – Journalist masquerading as a school teacher gets substitute post.

Milestones

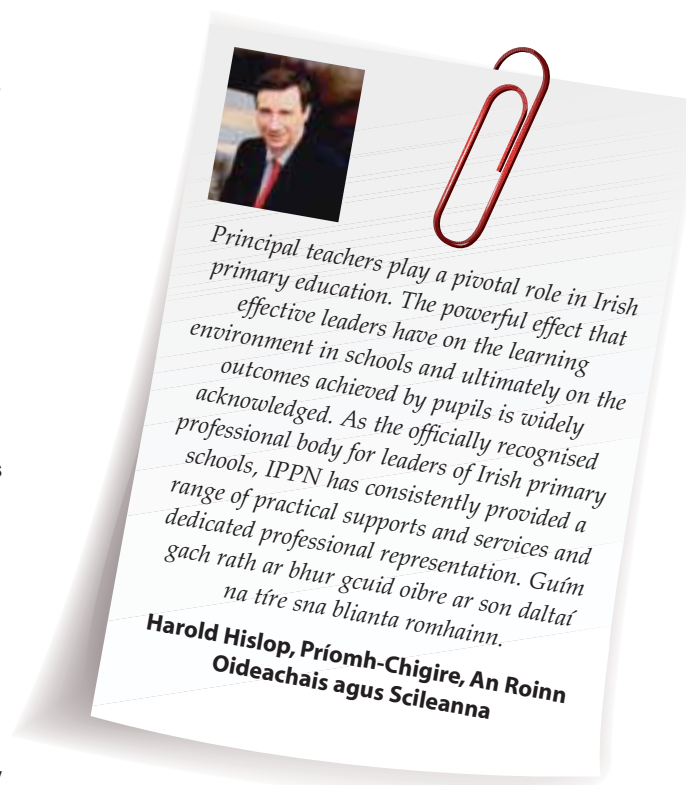
- IPPN Constitution, comprising Memorandum and Articles of Association of IPPN Limited, was formally ratified in October 2005



Dr. John Bowman, Conference Facilitator

Publications

- Investing in School Leadership – this research publication was submitted to the Public Service Benchmarking Body in June 2006
- Quality Leadership ↔ Quality Learning – Proof beyond reasonable doubt
- Principals' Information Management System (PIMS) – This 'desk diary for Principals' was first issued in July 2006
- Leadership+ Issues 28 to 33.



2006-2007 - at a Glance

President – Tomás Ó Slatara

The publication of 'Giorraíonn Beirt Bóthar: Distributing Leadership - Deputy Principals' was another milestone for IPPN as also was the publication of 'Ciall Ceannaithe – Sound Advice and Borrowed Wisdom for aspiring and newly appointed Principals'. The challenges and opportunities presented by the cultural diversity in our schools was a priority for discussion at IPPN and North/South conferences as well as county network meetings.

Research on school governance was initiated with the co-operation of the management bodies. The underfunding and lack of planning by government for IT provision in our schools was highlighted as also was the need for a national database for all the children in our schools.

Continuous Professional Development

Education Awards

Date: 28th October 2006

Venue: Royal Hospital, Kilmainham

Founding IPPN President, Jim Hayes, was given an Education Award in recognition of his contribution to the professional development and support of school leaders since IPPN's formation in 2000.

Dean Fink Seminar

Theme: 'Leadership for Mortals'

Date: Wed, 18th Oct 2006

Venue: Castleknock Hotel & Country Club, Dublin

55 Principals attended the seminar to hear internationally acclaimed educationalist, and inspirational facilitator, Dr Dean Fink, address the topic of leadership challenges.

North/South Conference

Theme: 'Cultural Diversity in Schools - Challenges and Opportunities'

Date: Sunday 26th to Tuesday 28th November, 2006

Venue: Armagh City Hotel, Armagh City

Speakers:

- Dessie Hamilton, National President NAHT (UK)
- Will Haire, Permanent Secretary, Department of Education Northern Ireland

- Frank Wyse, Assistant Secretary General, Department of Education and Science
- Neil Downing, Principal of Dungannon Primary School
- Marcella Ó Conluain, Deputy Principal St Joseph's Primary School Dundalk
- Mary Yarr, the Southern Education and Library Board
- Barbara Simpson, Integrate Ireland Language and Training
- Tomás Ó Slatara, IPPN President
- Seán Cottrell, Director IPPN.

Meetings were held with Caitriona Ruane, Minister for Education DENI, Margaret Ritchie, MLP. A further meeting was held with Conor Lenihan (Minister for Inclusion).

Following the Conference, 24 Principals from Ireland were hosted by Principals in Northern Ireland for three days as they participated in an historic first ever 'IPPN/NAHT North-South Leadership Initiative' designed to explore the challenges and opportunities presented by the ever-increasing cultural diversity in our schools. The visits were funded by NcompasS through its Thematic Grants scheme which is supported by the extension to the EU Peace II Programme. Additional funding and support was also provided by the Department of Education (Northern Ireland) and the North South Co-operation Unit of the Department of Education and Science.



In photograph taken outside Inagh NS, Co. Clare were Margaret Cooney (Ennis), Gregory Hanna (Down), Declan White (Down), Michael Madine (Down), Sheila McCarthy (Portroe), Stephen Cherry (Down), Anne Quinn (Inagh) and Pat Meagher (Youghalarra). Missing from the photo is Pat O' Malley (Cahir)

Principals' Conference 2007

Theme: 'Changing Ireland'

Venue: Ireland's National Event Centre (INEC)
Killarney, 25th to 27th January 2007

Facilitator: Terry Prone

Speakers:

- Emily Logan, Ombudsman for Children
- Sorina Selaru
- Paddy Flood
- David McWilliams
- Emily O'Reilly, Ombudsman
- Minister for Education & Science, Mary Hanafin, TD.
On Friday 26th January the Minister announced that she was granting Designated Status to IPPN.



Emily O'Reilly, Ombudsman



Terry Prone,
Conference Facilitator

Deputy Principals' Conference 2007

Theme: 'Distributed Leadership – Empowering the Deputy Principal'

Date: Tuesday 15th May 2007

Venue: Tullamore Court Hotel, Tullamore, Co. Offaly

Over 260 Deputy Principals attended the event to hear Jim Spillane lead a workshop entitled 'Empowering the Deputy Principal'. Jim is Professor in Learning and Organisational Change at Northwestern University, Illinois, a native of Bantry, a graduate of St Pat's College and Michigan State University and a leading expert on Distributed Leadership in Education.

Challenges/Press Releases

- **Nov 2006** – DEIS Survey
- ICT in Schools
- How much is a child's primary education worth? – 77c a day?
- **Dec 2006** – School Finances
- **Jan 2007** – Pre-Conference Survey
- A 'dunce' in the Knowledge Society?
- Some Schools Shirking Enrolment Responsibilities
- Newcomer Children - a fair deal for all?
- Cattle more important than children?
- **Feb 2007** - Teacher induction and probation – failure rate?
- Cheaper holidays and full school attendance not mutually exclusive.

- **Mar 2007** - 5,000 primary school children to lose access to psychological service
- **Apr 2007** – ESRI – Growing Up in Ireland longitudinal survey
- School Governance (Update May 2010).

Milestones

- IPPN awarded 'charitable status' on 5th March 2007
- IPPN granted 'designated status' by Minister Mary Hanafin at Conference 2007.
- IPPN President invited to speak at NAPD National Conference on October 14th 2006.

Publications

- Giorraíonn Beirt Bóthar: Distributing Leadership – Deputy Principals
- Ciall Ceannaithe for Aspiring and Newly-appointed Principals
- Principals' Information Management System (PIMS)
- Leadership+ issues 34 to 39.



Cé nár tháinig IPPN ar an saol go dtí casadh an chéid, is fathach é cheana féin le méid a thionchair! Its presence on the Irish educational landscape has transformed it forever- comhgháirdeachas. It has become a crucially important 'voice' for school leaders and leadership at the policy-making table, and continues to have a seismic impact on the confidence, competence and capabilities of those who labour in the primary vineyard. Is mó go mór fós a bheidh tábhacht na cinneachta sin amach anseo. Bíodh misneach, samhlaíocht is cruthaitheacht breise fós agaibh agus sibh ag cosaint, ag cruthú is ag cothú an bhun oideachais.

Ciarán Sugrue, Former Inspector; Reader, School Leadership and School Improvement, Faculty of Education, University of Cambridge

2007-2008 - at a Glance



President – Larry Fleming

The beginning of the 2007 / 2008 school year saw the introduction of the On-Line Claims System (OLCS), an electronic means of making school returns to the DES. IPPN played a key role in the development and roll out of this new initiative. The OECD report “Improving School Leadership” was published in late 2007 and was significant in that it outlined clearly the growing international recognition of the importance of school leadership.

A media report that Principals would be central to performance management of staff under the terms of the social partnership agreement, “Towards 2016” caused a stir at this time also. This saga finally culminated in the issuing of Circular 60/09 to all schools outlining procedures relating to Section 24 of the Education Act 1998.

IPPN played a central role in highlighting the issue of water charges for schools under the EU Water Framework Directive in December 2007. Following an IPPN presentation to a Joint Oireachtas Committee on Education, a government climb-down saw the introduction of an interim levy based on the number of pupils in the school.

The long-awaited Benchmarking 2 Report was released in January 2008. IPPN’s submission “Investing in School Leadership” seemed to have borne fruit as Principals were identified as the only group in the entire education sector deemed deserving of a pay increase. Incidentally, this increase never materialised.

Conference 2008 saw IPPN call on the government to significantly increase the annual capitation grant to

schools as many schools were increasingly dependent on fundraising. IPPN was also active at this time in highlighting the steady and destructive increase in commercialism in schools, in addition to bringing concerns relating to governance and management of schools to national prominence.

Perhaps one of IPPN’s greatest achievements during the 2007/08 school year was establishing EducationPosts.ie as Ireland’s foremost education vacancy advertising website following on the long-awaited decision of the DES to allow for web-based advertising of school vacancies from Jan 1st, 2008.

Continuous Professional Development

Principals’ Conference 2008

Theme: ‘A Time for Fresh Thinking’

Facilitator: Anton Savage

Venue: Ireland’s National Event Centre (INEC), Killarney

Date: 31st January to 2nd February 2008

Speakers:

President Mary McAleese; Minister Mary Hanafin, TD; Cardinal Seán Brady; Caoimhe Máirtín; David Ruddy BL; Professor Tom Collins, Larry Fleming & Seán Cottrell.



President McAleese addresses IPPN Conference

Deputy Principals’ Conference

Theme: ‘Two Heads are Better than One - Sharing the Leadership Role’



Larry & Caoimhe



David Ruddy

Date: May 19th & 20th 2008

Venue: Carlton Shearwater Hotel, Ballinasloe, Galway

Speakers: 220 Deputy Principals attended the conference, which was structured into three seminars:

- Fiona King - SEN – Pupil withdrawal vs. In-class support
- Pat Goff and Larry Fleming - Inclusion – Policy & Practice
- Angela Lynch – Building Professional Relationships.

Mentor Training

Held in April and May 2008, these seminars looked at mentoring and its importance for the newly-appointed Principal, explored issues mentors may have encountered and looked to IPPN's plans for the new school year.

Online Summer Course

Over 300 people participated in three online courses facilitated during July and August 2008:

- Bullying - Prevention and Counteraction
- Dealing with Challenging Behaviour
- Ciall Ceannaithe for Newly Appointed Principals
- The Principal and The Law (in collaboration with Coláiste Mhuire, Marino).

Challenges/Press Releases

- **Sep 2007** – Vacant Principal Posts
- Reclaim the Summer Campaign
- **Oct 2007** – Establishing New Boards of Management
- INTO re. Principals' Working Conditions
- **Dec 2007** – Water Charges
- **Jan 2008** - New water charges - schools still cash-starved
- **Jan 2008** – Benchmarking Recommendations & Implications for Principals
- New trends among children
- Still waiting for the revised ISM Circular...
- **Feb 2008** – Principals losing confidence in Minister for Education
- Unfair pressure to open Autism Unit
- NPC/IPPN Survey of Parents Funding of Schools / The Myth of Free Education - Parents Speak Out
- Underfunding of Schools' Operational Costs
- **Mar 2008** - Autism Provision - Not so Special
- Tesco exploits 7 years of ICT funding neglect by Government
- Underperformance in primary schools
- **Apr 2008** – DES consulted Principals on Review of GAM and putting the curriculum on a statutory basis

- **Jun 2008** – Religion in Schools.

Research/Policies

- Oct 2007 – Reclaim the Summer
- Nov 2007 – Commercialism in Schools
- Dec 2007 – Water Charges
- Jan 2008 – Pre-Conference Survey and Principals' Views on School Funding
- Feb 2008 – NPC/IPPN Survey of Parents Funding of Schools
- Mar 2008 – Principals' Issues
- Mar 2008 – Autism Survey
- May 2008 – Summer Works Scheme
- June 2008 – Religion /Role of the Church in School Governance
- July 2008 – Autism Survey.

External Relations

- Nov 2007 – IPPN attended the Conference 'Education: whose Business is it anyway?', part of the Campaign for Commercial Free Education at Trinity College, Dublin

Publications

- Boards of Management - A Framework for Good Practice (a revision of the original document published in 2003)
- Ciall Ceannaithe – Sound Advice and Borrowed Wisdom for Newly Appointed Principals (Updated)
- Leadership+ issues 40 - 45
- Principal's Information Management System (PIMS).



Human rights are at the heart of the work of IPPN. Not only is it an invaluable resource for primary Principals, it demonstrates a deep commitment to the right of every child in the country to access a quality education. Whether it is lobbying against education cutbacks, or for accountability in child protection, children's rights are at the core of their message. The Irish education system needs organisations like IPPN.

**Colm O'Gorman, Executive Director,
Amnesty International Ireland**

2008-2009 - at a Glance

President – Larry Fleming

The 2008 / 2009 school year was a challenging but exciting year which saw IPPN engaging in a number of major projects including the planning for a brand new Support Office and the commissioning of a Schools Resourcing Project. Further work was completed on a study of School Governance and a number of on-line courses for Principals and teachers were developed and delivered.

This school year saw a sizeable contraction in the level of resourcing available to schools. The 'An Bord Snip Nua' recommendations identified areas within the education system which were to be targeted for cutbacks. As a consequence, IPPN was instrumental in the formation of the National Alliance for Primary Education. This Alliance consisted of representatives of unions, management and professional bodies committed to the preservation of funding for frontline services in Primary education.

The fall-out from the publication of the Ryan and Murphy reports into clerical and institutional child abuse brought the issue of child protection into the public consciousness in 2008 / 2009. A severe budget in December 2008 led to IPPN presenting a 10-point plan for system reform to the Minister of the day, Mr. Batt O'Keefe, TD, at the Conference 2009 in Killarney. This

conference was also significant in that IPPN and the National Parents Council (Primary) began work on establishing closer links which culminated in the publication in 2010 of a joint document on protocols for effective school/parent association partnership.

Continuous Professional Development

Principals' Conference 2009

Theme: 'Primary Education – Who Pays?'

Facilitator: Olivia O'Leary

Venue: Ireland's National Event Centre (INEC), Killarney

Date: 29th to 31st January 2009

Speakers:

- Minister for Education & Science, Batt O'Keefe TD
- Sr Stanislaus Kennedy, President, Focus Ireland
- David McWilliams, Economist and Broadcaster
- Jim Spinks, Director, All Across the Line
- Áine Lynch, CEO, National Parents' Council (Primary).
- Larry Fleming, IPPN President
- Seán Cottrell, Director IPPN.



Sr. Stanislaus Kennedy



Olivia O'Leary,
Conference Facilitator

Deputy Principals' Conference

Theme: 'Special Education – Implementing Best Practice'

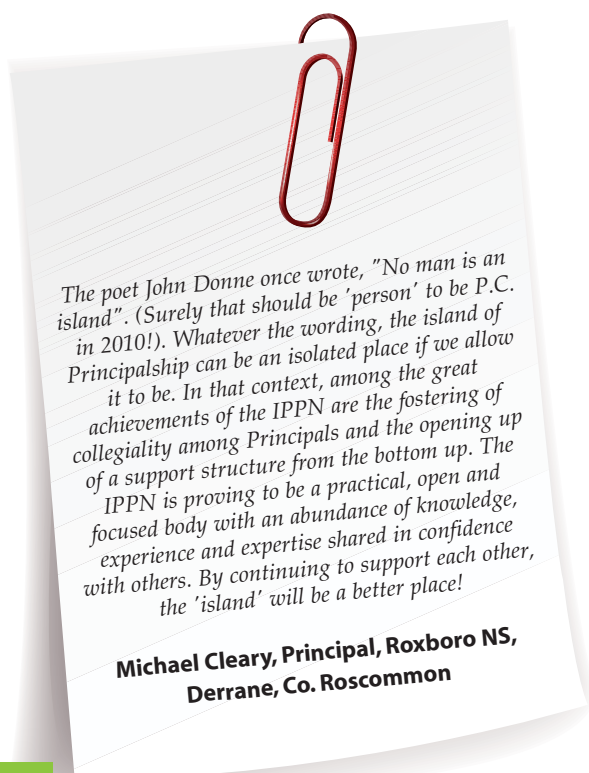
Venue: Glenroyal Hotel, Maynooth

Speakers: Jim Jordan of the NCSE; Madeline Hickey of the SESS; Seán Gallagher of PPDS; Ann Marie Sheehan of NEPS; Anita Prunty, St Patrick's College.

300 Deputies gathered in Maynooth for their first overnight IPPN event.

Your School & The Law

Seminars were run in Cork and Galway in November 2008, in Dublin (February and March 2009) and Sligo



(March 2009) with a total of 430 attending. Speakers included Ian O’Herlihy of Mason, Hayes & Curran; Shay Bannon; Emer Woodfull, BL; Denise Brett, BL; Dympna Glendenning, BL; and David Ruddy, BL and Principal of Talbot NS, who also acted as seminar director.



David McWilliams steps into Seán’s shoes, having left his own in Dublin

Professional Briefings for Principals

Briefings were held in Mayo and Donegal in September 2008 and were attended by over 280 Principals. These briefings included presentations by IPPN as well as the following organisations on their current supports and services being provided to schools:

- HSE - Child Protection and Child Guidance
- DES Inspectorate - the WSE and The Principal and NQTs
- NCSE - the role of the SENO
- Medmark - Fitness to Teach and the Teachers’ Occupational Health Service
- SESS
- SPHE.

Pre-Retirement Course

Over 60 Principals gathered at Portlaoise Parish Centre on Saturday 16th May and Saturday 6th June 2009 for a series of workshops relating to dealing with the changes retirement brings, financial & tax planning as well as personal planning for retirement. Cornmarket Group Financial Services presented on pension and other benefits, taxation as well as social welfare entitlements.

Online Summer Courses

Four online courses completed by over 320 people were facilitated by IPPN Executive Committee members during July and August 2009.

1. Bullying – Prevention & Counteraction
2. Challenging Behaviour
3. Ciall Ceannaithe for Newly-Appointed Principals
4. Managing Special Needs Assistants – Promoting Best Practice.

Challenges/Press Releases

- **Oct 2008** - National Alliance for Primary Education
- Reaction to Budget 2009
- Education Bailout
- **Nov 2008** - NEWB Strategic Plan
- **Dec 2008** - Bullying Questionnaire
- **Jan 2009** - Are education agencies really working?
- School resourcing – Jim Spinks



Minister O’Keeffe addresses Conference

- Public Service Reform
- **Feb 2009** - Primary Principals Appalled at Dismantling of Special Classes
- Closing of Classes for Children with MGLD
- Public Service Levy
- **Mar 2009** - Day of Action
- High Court Backs School & Overturns Section 29 Decision
- **May 2009** – Principals raise Child Protection issues with Barry Andrews, TD
- Mass exodus of Principals will create leadership crisis
- Louise O’Keeffe Supreme Court ruling bad for Boards of Management
- **July 2009** – Schools face bankruptcy/shredded by An Bord Snip Nua.

Research/Policies

- Autism Units
- Rates of Application for Principalship
- Sep 2008 – IPPN Services (phone)
- Nov 2008 – Budget 2009 Survey
- Dec 2008 – Bullying Questionnaire
- Jan 2009 – School Resourcing research
- Jan 2009 – Pre-Conference Survey
- Mar 2009 - Submission on School Transport
- Mar 2009 – Bullying of Principals (Paul Stephens)
- Apr 2009 – Child Welfare (part of pre-Conference 2009 survey)
- May 2009 – Secretarial Support (part of Principals’ Issues Survey 2008).

Publications

- Leadership+ issues 46 to 51
- Principal’s Information Management System (PIMS)
- Ciall Ceannaithe – Sound Advice and Borrowed Wisdom for Newly Appointed Principals (Addendum).

2009-2010 - at a Glance



President – Pat Goff

IPPN continues to grow from strength to strength, with over 90% of all Principals and Deputy Principals as members. 2010 was a year of many challenges arising from the serious economic situation in the country. Principals faced diminishing resources, salary reduction and a lowering of morale in schools. Despite these challenges Principals offered strong and positive leadership in their school communities.

IPPN presented at Misneach and Spreagadh programmes, had three very successful seminars presenting Your School and the Law and had the largest-ever attendances at Principal's and Deputy Principals' Conferences. IPPN also dealt with more professional queries from members than ever before, over 4,000 between 1st July 2009 and 1st July 2010, reflecting both the increased complexity of the leadership role and the faith members have in IPPN's ability to provide support.

Continuous Professional Development

Principals' Conference 2010

Theme: Primary Education
- A Human Right or a Privilege?

Facilitator: Olivia O'Leary

Venue: Citywest, Dublin

Date: 28th to 30th January 2010

Speakers: Colm O'Gorman, Minister Batt O'Keeffe, TD, Brendan Keenan, Fergus Finlay, Enda Kenny, Eamon Gilmore, Ferdinand von Prondzynski, Vincent Browne, Don Thornhill, Pat Goff & Seán Cottrell.

This was the largest-ever gathering of Primary Principals in Ireland with over 1,000 attending. Minister Batt O'Keeffe prioritised the tackling of disadvantage and school leadership as the two main areas for which he would wish his ministry to be remembered.



Fergus Finlay,
CEO Barnardos



Colm O'Gorman,
CEO Amnesty Intl. (Ireland)

Deputy Principals' Conference

Theme: Stepping Up to Leadership

Venue: Citywest, Dublin

Facilitator: Virginia O'Mahony

Speakers: Professor John Coohalan, Anne Looney - CEO of the NCCA, Paul Rellis - General Manager of Microsoft Ireland, Brigid Scully - Acting Principal (Deputy Principal).

This was the largest-ever gathering of Deputy Principals with well over 400 attending.

Your School & The Law

Seminars were run in Dublin, Kilkenny and Limerick with a total of 200 attending. Speakers were Emer Woodfull, BL, Denise Brett, BL and David Ruddy, BL and Principal of Talbot NS, who also acted as seminar director.

Topics covered included:

1. Disciplinary Issues including new procedures for suspension & dismissal of teachers
2. Enrolment Policy & Section 29 Appeals
3. Current Legal Issues including
 - Health & Safety Statements
 - Insurance
 - H&S inspection visits to schools
 - Data Protection
 - Child Protection/recent developments
 - Child Custody/Guardianship
 - School Policies – mandated and strongly recommended.

Mentor Training

Mentor training was offered to Principals who were already in a mentoring partnership with a newly-appointed Principal or who wished to act as a mentor.

Professional Briefings for Principals

Briefings were held in Cork and Dublin and included presentations by the following organisations on their current supports and services being provided to schools:

- HSE on Child Protection and Child Guidance
- DES Inspectorate on the WSE and The Principal and NQTs
- NCSE on the role of the SENO
- Medmark on Fitness to Teach and the Teachers' Occupational Health Service
- SESS
- SPHE and
- IPPN on leadership and management resources.

Online Summer Course

150 people participated and gained certification in 'Ciall Ceannaithe', an induction course for newly-appointed Principals.

Challenges/Press Releases

- Sep 2009 - Swine flu 'pandemic' – IPPN's response was to provide access to online resources for schools
- Sep 2009 - NEPS Scheme for Commissioning Psychological Assessments
- Sep 2009 - INTO directive
- Oct 2009 - Unemployed Teachers
- Dec 2009 - Flooding affected large parts of the country - many schools forced to close
- **Jan 2010** - 'Should we open or should we close' was heard in schools all over the country as snow falls created further havoc and despair - that was until the IPPN conference lifted the gloom.
- Mass exodus of Principals set to continue
- Public sector work-to-rule and its impact on school leadership and education
- DES cutting Special Education by stealth
- Primary Education shredded by an Bórd Snip Nua
- Haiti earthquake and primary schools' response
- ICT Strategy an embarrassing shambles
- Failure of national leadership
- Child protection the absolute first priority
- Teacher and Principal underperformance
- June 2010 - Leading schools through a recession
- April 2010 - Department Cutting Special Education by Stealth
- Oct 2010 - Education Cuts are an attack on children.



Professor John Coolahan

Research/Policies

- Submission to DES on 'Children First Guidelines'
- Submission to the Institute of International and European Affairs (IIEA) on 'ICT Strategy'
- Mar 2010 - SNA Allocation
- Jun 2010 - Continuous Professional Development Needs
- Oct 2010 - Joint Oireachtas Committee discussion on Curriculum Reform

Key Milestones

- Virginia O'Mahony takes up the Presidency of the International Confederation of Principals from January 2011

Significant Projects

- In February, IPPN office-based staff moved into new, purpose-built Support Offices at Glounthaune, marking a significant milestone for the network. This is the first time IPPN staff have worked from permanent, IPPN-owned offices.
- Research Project – review of all research conducted over the years.

Publications

- Jointly published with the National Parents' Council – Primary, 'Supporting Each Other: a Guide to Best Practice for the Effective Partnership between Principals and Parent Associations'. This is the first such joint effort in Europe. IPPN and the NPC-P were invited to a European Conference to present on the initiative.
- Ciall Ceannaithe for aspiring and newly-appointed Principals (Updated)
- Leadership+ issues 52 to 57
- 'Deich mBlíana ag Fás', reviewing IPPN's first decade.



IPPN Interim Officers at launch in Dublin Castle.
 L-R: Seán Ó Díomasaigh, Úna McNamara, Raymond King, Jim Hayes, Moira Lynch, Íde Ní Dhúbháin, Tomás Ó Slatara



At the Launch of 'Supporting Each Other' in Government Buildings



The first gathering of Primary Principals which led to the formation of IPPN, 20th March 1999, Kildare Education Centre. L-R: Seán Cottrell, Isbéal Brennan, Pat Meagher, Ciarán Boland, Paul Murphy, Anne Kelleher, Maurice Whelan, Úna McNamara, Larry Fleming, Moira Lynch, Raymond King, Jim Hayes, George Barry, Tomás Ó Slatara, Damian White.



'The Four Wise Men!'



*Interim National Committee at IPPN
Launch, Dublin Castle*



National Committee 2005 - 2006



National Committee 2003 - 2004

Tús IPPN.....Bóithrín na Smaointe



Coiste eagraithe an chéad chomhdháil faoi 'Líonra Phríomhoidí Bunscoile Éireann' i nGaillimh, 2001

Ní raibh aon chaint gur fiú trácht air faoi ceannasaíocht i mbunscoileanna na tíre seo go dtí deireadh na seascaodaí. Nuair a luaití bunscoil, bhíodh ainm na scoile in aon abairt le hainm an phríomhoide ionnas dá mba leis an phríomhoide féinig an scoil. Ní raibh an méid sin riaracháin ag baint le hobair an phríomhoide agus bhí an téarma "primus inter pares" i mbarr a réime. Thug príomhoidí áirithe faoi ndeara, áfach, go mór mhór sna seachtóidí agus na hochtóidí, go raibh cúramaí breise ag teacht aniar aduaidh orthu diaidh ar ndiaidh agus nach raibh aon phlé rialta nó éinne ag dul i dteangbháil go héifeachtach leo faoi na cúramaí breise seo. B'é an tuiscint a bhí forleathan ag an am ná go raibh gach scoil mar an gcéanna - mar sin bhí tuiscint réasúnach réaltacht ar shaol an oideachais agus na múinteoireachta ag an am a bhí beag beann ar na páistí agus pobal sáiniúil na scoile ina mbíonn cumarsáid, urram agus idir phearsantacht mar chroí lár na hoibre. Múnla traidisiúnta a bhí i réim - bhí pobal na scoile fulangach agus bhí an béas ceannaireachta foirmiúil - bhí cúramaí ar leith ag an bpríomh oide agus b'é an tuiscint a bhí ann ná nach raibh le déanamh ach an liosta seo a chur i bhfeidhm agus bheadh na torthaí cruinn díreach mar a chéile i ngach scoil sa tír.

Bhí sé soiléir go raibh freagraíocht breise ag baint leis na cúramaí agus scileanna nua ag teastáil chun ceannasaíocht caoi a thabhairt sna scoileanna. Is de bharr sin gur thosnaigh buíonta beaga phríomhoidí ag buaileadh le chéile i gCorcaigh agus i mBaile Átha

le Séamus Ó hAodha

Cliath, d'fhonn féachaint an bhféadfaidís tacaíocht proifisiúnta a chothú. Bhíodar fiosrach freisin féachaint cad a bheadh ar fáil dóibh ón Roinn Oideachais agus óna gceardchumann féinig. Sin an fáth gur tugadh cuireadh go Rúnaí Ghinearálta Cumann Múinteoirí Éireann, Joe O'Toole, teacht go Corcaigh chun buaileadh le dream phríomhoidí i nDeireadh Fómhair 4, 1993. Bhí an Rúnaí Ghinearálta ag teacht chuig cruinniú eile an oíche chéanna. Níor thug an méid a bhí le rá aige morán dóchas don lucht éisteachta. Tríd is tríd, cheap na príomhoidí a bhí i láthair nach bhféadfaidís a bheith ag braith ar an Rúnaí Ghinearálta chun córas nua tacaíochta proifisiúnta a chur ar aon 'agenda'. Shocraíodar ar cinneadh láithreach - muna ndéanfaidís féin rud éigin, ní tharlódh faic. Socraíodar ar Chomhdháil Náisiúnta do Phríomhoidí Bunscoileanna na tíre a eagrú mar an chéad céim agus b'shin mar a cuireadh an chéad chomhdháil ar siúl i gCorcaigh in 1994.

Dar ndóigh, tá a fhios agam gur deineadh cúpla iarracht i mBaile Átha Cliath sna seachtóidí agus sna hochtóidí Cumann Phríomhoidí a bhunú ach chuir Cumann Múinteoirí Éireann ina choinne go láidir. Dúirt iar Rúnaí Ghinearálta an Roinn Oideachais, John Dennehy, liom in 1990 go raibh sé féin i measc dream phríomhoidí gur theip orthu a leithéid a thabhairt i gcrích sna blianta sin. Tá daoine ar m' aithne a chuala an Seanadóir a rá ós árd nach dtarlódh a leithid riamh fad is a bheadh sé féin san phost ina raibh sé ag an am. Bhuel, tharla sé agus nach maith san.

Ghlac an Dochtúir Ciarán Sugrue páirt lárnach i mbunú IPPN agus beadsa i gcónaí buíoch dó de bharr san. Chuir a chumas, intleacht, a thaithí agus a dheamhain go mór leis an bhfeachtas chun a leithéid de ghluaiseacht mar líonra proifisiúnta a thosnú ó thús.

In dhiaidh an Comhdháil Náisiúnta i Mullach Íde a d'eagraigh an coiste i mBaile Átha Cliath in 1998, bhí príomhoidí ag caint faoi tuilleadh forbairt a dhéanamh ar an bpobal foghlama ceannaireachta. Chaith Ciarán Sugrue agus mé féin tamall ag plé an ábhar sin roimh an céad Comhdháil Náisiúnta eile a bhí eagraithe in Mullach Íde in 1999. Bhí an bheirt againn ar aon aigne gur chóir iarracht a dhéanamh tuilleadh diospóireachta a chur ar siúl faoin saghas struchtúr ionadaíochta náisiúnta a bheadh oiriúnach do ghluaiseacht nua. Shocraíomar ar chruinniú beag a chur ar siúl i rith na comhdhála in 1999 chun deis a thabhairt

do phríomhoidí thart faoin tír, go raibh suim léirithe acu cheana féin a bheith páirteach i líonra náisiúnta, an tábhar a phlé. D'aontaíomar ag an gcruinniú sin go luafaí an moladh faoi struchtúr náisiúnta a bhunú ag an seisiún deireannach den chomhdháil go straitéiseach agus go lorgófaí ainmneacha príomhoidí go mbeadh suim acu cabhrú linn chun an fheidhm sin a bhaint amach. Ba mhór an cabhair é go raibh Ciarán féinig ina chathaoirleach ar an seisiún oscailte sin – bhí a fhios aige go mbeadh moladh á chur agus thug sé deis do dhaoine, go raibh suim acu ann, labhairt go poiblí. Ní dhéanfad dearmad riamh, choíche ná go brách ar an tslí gur thit gach rud amach díreach mar a bhí in aigne againn an mhaidin sin. Ag deireadh an seisiúin áirithe sin bhí an buncloch do gluaiseacht náisiúnta nua tógtha. Thuigeas don chéad uair chonas gur féidir le dream beag slua comh mór le sin – bhí thart ar ceithre chéad príomhoidí i láthair – a eagrú agus a thabhairt ar aghaidh. Bhíos i láthair ach níorbh ghá dom faic a dhéanamh nó a rá. Tharla sé ós mo chóir amach agus do scanraigh sé mé!

Chabhraigh Anne Kelleher, Stiurthóir, Ionad Iodachais Chill Dara ag an am, go mór linn sna laethanta tosaigh de IPPN. Ise a thug cuireadh dúinn an chéad cruinniú (ag a bunaíodh IPPN) a chur ar siúl ina hIonad Oideachais féinig. Chuir si áiseanna iontacha ar fáil dúinn. Tá griangraf den dream a fhreastal ar an gcéad cruinniú sin ar crocadh ar an bhfalla san ionad. Tá cuimhne maith aice ar an lá stairiúil sin, 20ú Márta 1999. Dúirt sí liom tráth gurb é an cuimhne is mó a fhanann ina ceann ná an 'determination' a bhí le feiscint ar aghaidhanna na ndaoine a thaisteal ar an dtraein an mhaidin Shatharn sin agus a shiúl isteach to dtí an Ionad lena gcótaí móra ortha.

"It was clear they meant business" a dúirt sí!

Nach é Nietzsche a dúirt seo leanas faoi Dionsmháilteacht:

"On the mountains of truth you can never climb in vain: either you will reach a point higher up today, or you will be training your powers so that you will be able to climb higher tomorrow".

Sea, bhíomar go léir ag foghlaim le chéile agus óna chéile – ach bhí ré nua ag breacadh.

Ins na laethanta tosaigh de IPPN, cuireadh cruinnithe do phríomhoidí ar siúl i ngach contae chun eolas a thabhairt faoin choincheap nua a bhí in bunú líonra proifisiúnta nua mar nach raibh a leithéid de rud ann

cheana. Cruinnithe eolais a bhí i gceist leis an aidhm pobail foghlama ceannaireachta a fhorbairt - bhí céim ar aghaidh ón múnla seachadach á ghiniúint. Tháinig scata breá phríomhoidí fiosrach chuig na cruinnithe i ngach áird den tír – go minic ar oícheanta gheimhridh – ag iarraidh a fháil amach cad a bhí i gceist in aon chor ag an dream seo a bhí ag taisteal na tíre le soiscéal nua! Is maith is cuimhin liom an cruinniú a bhí againn in Inis, Co. an Chláir. Mar ba ghnáth, bhíodh plé faoi an ghaol a bheadh ann idir ceardchumann a bhí ann leis na blianta agus líonra proifisiúnta nua-buntha nuair a chuir Jody O'Connor an cheist ar Seán Cottrell agus mé féin "Lads, meas sibh, cé acu gig is fearr?" Ritheann sé liom go mb'é freagra na ceiste sin ná go bhfuil buanna, buntáistí agus cúramaí difriúla ag an dá ghig! Sea, nach iontach é gur lámh ar lámh atáimid ag treabhadh fód an oideachais sa ré dúshlánach seo d'fhonn chuile tacaíocht a thabhairt do phríomhoidí in am an ghátair agus an riachtanais.



Research

by *Geraldine D'Arcy*



*Pat Goff, Minister Mary Coughlan & Áine Lynch (NPC)
at the launch of 'Supporting Each Other'*

A key aspect of IPPN's work since 2000 has been the research conducted by and on behalf of school leaders. This research has covered many aspects of the leadership and management role of Principals and Deputy Principals. This information, direct from the 'chalk face', has been used to inform IPPN policy, draft responses and submissions to the DES, determine professional development priorities, redesign websites and update services and supports. We have used, and will continue to use, every means at our disposal to ensure we understand Principals and Deputies' views and respond to their changing needs.

The following are some of the key research projects over the years and the resulting publications:

Principals' Issues

- Principals' Workload – 2005
- Teaching Principals Workload
- Secretarial support
 - IPPN looked at the area of schools' secretarial support in a number of different surveys. From this analysis it can be concluded that the majority of schools only have a part-time secretary with only 35% of Principals reporting that their school has a full-time secretary with 8% of Principals saying that they have no school secretary
- Bullying of Principals
- Crisis in Recruitment and Retention of School Leaders including the rates of application for Principalship roles from 2004 onwards
- Ciall Ceannaithe – Sound Advice & Borrowed

- Wisdom for Newly-Appointed Principals
- Principal's Information Management System (PIMS).
- New Horizons for Smaller Schools and Teaching Principalship in Ireland.

Benchmarking

- In 2007, IPPN made a detailed submission to the Public Service Benchmarking Body in relation to the school leadership role, highlighting a number of significant anomalies which are certainly a key factor in the falling rates of application for Principalship. These anomalies include:
 - the school leadership role being the only senior management role in the Public Service not to have a separate salary scale
 - Teaching Principals in smaller schools receive smaller allowances than Deputy Principals in large schools
 - the discrepancies between primary and post-primary promoted post allowances.
- The report, entitled 'Investing in School Leadership', is credited with playing a role in the PSBB singling out Principals for a recommended pay increase, the only role within the Public Sector to have received such a recommendation.
- Investing in School Leadership - Recruitment & Retention Crisis in Primary School Principalship.

Attitudes and aspirations towards the role of Principal

- An online survey was conducted to gather information from teachers in relation to their perception of the role of Principal, the attractiveness or otherwise of the role and the reasons they would or would not contemplate taking up the leadership role. This survey, in combination with annual research into the rates of application for Principalship posts and separate research on the Crisis in Recruitment and Retention of School Leaders, conducted in 2006, was a key input to the Investing in School Leadership report in 2007. It was also used to prepare several submissions to the DES in relation to the Principalship role, including a presentation to the Joint Oireachtas Committee on the Crisis in Recruitment and Retention of School Leaders in November 2006.
- The International Confederation of Principals took a serious interest in this research and extended it to cover all member countries.

Reclaim the Summer

- A survey conducted in 2007 to determine the extent and nature of work undertaken by Principals during

July and August confirmed that 9% worked 40 days or more, while 60% worked 20 days or more in or for the school and over a quarter spent 30 days or more on school-related activity. On average, Principals worked for 22 days during these two months 'holidays', putting paid to the perception that all teachers have a full 8 weeks leave from school each year

- Teaching Principal undertaking Support Teaching role.

Teaching and Learning

- In-School Management – IPPN has worked extensively with the DES working group on ISM since 2004 and has provided significant input towards a new circular, which is still awaiting sign-off by the education partners.
- SEN
 - Over the years a wide range of research projects focused on the various aspects of Special Educational Needs provision in primary schools. Importantly, IPPN's representation on the DES Working Group on SEN has meant that the results of our research are directly brought to policy-makers.
 - GAM Review
 - SEN provision
 - Autism Units
 - NCSE – psychological assessments
 - Future of Special Schools and Special Classes
 - NEPS guidelines
- WSE reporting guidelines
- Religion in school – a poll was undertaken by Red Sea in 2007
- Prescribing the Primary Curriculum
- Children First guidelines
- Supporting Each Other - a guide to best practice for the effective partnership between Principals and Parent Associations.

School funding/resources

- ICT strategy
- Commercialism
 - In 2007, IPPN conducted a survey in relation to commercialisation in primary schools. From this survey it became clear that schools are participating in unsolicited commercial promotions with 33% of schools reporting that they participate in over 30 unsolicited school promotions throughout the school year. 63% of schools allowed between 5-30 unsolicited promotions in the school year. The survey asked questions about the reasons for participating in such promotions as well as the difficulties faced by schools as a result of this participation. This highlighted some of the ethical consequences given

that schools are meant to promote healthy eating, internet safety and critical discernment skills.

- This research culminated in two policy documents - a sample Commercialism Policy for schools, and an IPPN policy paper on Commercialism in Schools.
- School Funding
 - Budget 2009
 - School resourcing
 - Water charges
 - DEIS
 - School Transport
 - Allocation of extra teaching posts
- Boards of Management - A Framework for Good Practice
- Primary Education Management Manual.

Leadership

- Giorraíonn Beirt Bóthar: Distributed Leadership - Deputy Principals
- Quality Leadership ↔ Quality Learning - Proof beyond reasonable doubt
- In School Management – A Critical Review
- Defining the Role of the Primary Principal in Ireland
- The Value of Leadership?



Tomás Ó Slatara presenting "Giorraíonn Beirt Bóthar" to Secretary General Brigid McManus

School Policy

- Obesity
- Enrolment
- Deputy Principals
- Intercultural education strategy
- Governance
- School uniforms
- NEWB
- Ryan/Murphy Reports.

Looking outwards - Links with ICP, OECD, NAHT NI

by Virginia O'Mahony

International Confederation of Principals - ICP



From the very beginning IPPN has been conscious of the importance of looking beyond these shores to form strategic alliances with like-minded organisations worldwide. For this reason, when an invitation came to join the International Confederation of Principals (ICP), the Interim National Committee considered the

international dimension as essential and IPPN became a member of the ICP in June 2000. As an embryonic Principals' Association we soon realised we had much to learn from colleagues in Ontario, New Zealand, Australia, Great Britain and Northern Ireland who had already travelled the same road and encountered many of the same challenges. In particular, the Ontario Principals' Council and the New Zealand Principals' Federation became particular friends to IPPN and their generosity of spirit in sharing with us was and still is extraordinary. As IPPN began to grow in confidence and in membership, it seemed important that we would also contribute to ICP in a number of ways:

- In March 2005, IPPN in collaboration with NAPD - our colleagues at second level, hosted an ICP Council Meeting in Cork. It was attended by almost 100 Principals from around the world. The highlight of the meeting was a symposium on 'The Challenge of Recruiting and Retaining School Leaders' presented by Professor John Coolahan of NUI Maynooth & Professor Séamus McGuinness, TCD.
- IPPN has presented workshops on a variety of topics at all biennial ICP Conventions
- The Executive of ICP held their meeting in Ireland in November 2009
- IPPN's Virginia O'Mahony has served on the ICP Executive since 2006 and will be ICP President in 2011 and 2012
- IPPN members have contributed strongly to ICP surveys, in particular a survey on Student Mental Health in 2008 and a recent survey on School Leaders Welfare in 2010.

Organisation for Economic Co-operation and Development - OECD

From its inception, IPPN has valued research as a means of highlighting the issues affecting school

leaders. We were pleased to have been invited to share our research with the OECD and to have attended and contributed to many OECD seminars and conferences which culminated in the publication of 'Improving School Leadership' in August, 2008.

National Association of Head Teachers - NAHT NI



Laura Hodgkins & Mike Benson,
Ontario Principals' Council

From the early days of IPPN there were no stronger links than those forged between Principals on the island of Ireland. Our colleagues in the National Association of Head Teachers in Northern Ireland (NAHT NI) were supportive and encouraging to IPPN. Reciprocal invitations were extended to one another's conferences and personal friendships grew strong from those meetings as we came to recognise the common challenges we had in Ireland north and south. As common issues emerged, IPPN and NAHT NI organised a joint North-South conference with the theme 'Putting our heads together.' This was the first ever cross-border conference of school leaders and it provided a forum where Principals from both jurisdictions shared experiences in delivering education throughout the whole island of Ireland. It took place in November 2004 in the Slieve Russell Hotel in Cavan. The areas of common focus were the future of small schools and meeting the needs of children with SEN.

A second north-south conference followed in November 2006 in Armagh City with the theme 'Cultural Diversity in Schools - Challenges and Opportunities'.

North-South links continue to have an important focus within IPPN as the challenges facing school leaders have great similarity and we have much to learn from one another.

Biting the bullet on smaller schools

by **Brendan McCabe**

For years Principals have recognised the impossible workload of the Teaching Principal. In an effort to help, IPPN, back in 2005, carried out extensive research on the subject of clustering in smaller schools. It was published as Breachadh Ré Nua do Scoileanna Beaga- New Horizons for Smaller Schools and Teaching Principalship in Ireland. It is available in both hard-copy and on the IPPN website. It examined experiences in some other European countries and in Australia and New Zealand. It offers a lot of food for thought:

“Perhaps the most interesting feature of clustering on the international stage is that, although many countries share common clustering characteristics, there are also many countries which have different clustering arrangements. These differences are often very noticeable at the level of the Principal. For example, projects in Northern Ireland, Wales and Queensland examined clustering with an 'in-situ' Principal - the Principal continued teaching and retained many of his / her leadership responsibilities. For these Principals, involving themselves in the clustering project also provided them with extra support as Principals, but did not release them from their teaching duties, or grossly change the mantle of responsibility they bore before engaging in clustering.

However, if we look at clustering in Sweden or Spain, a different model of the Principal emerges. In Sweden, a particular cluster of smaller schools has a 'helicopter Principal'. The Principal does not engage in teaching, but rather oversees the schools in his/her area - visiting and responding to the particular needs of each school as appropriate. Each school has a devolved management structure which operates on a team basis. Catalonia, Spain also has a somewhat similar system. In a particular region a 'Principal of Principals' is elected and co-ordinates the running of the cluster with the support of two other teachers while still retaining some teaching duties.

Aside from differences in the nature of the role of the Teaching Principal, some countries differed in the 'extras' or 'sweeteners' they offered schools who were considering becoming involved in clustering. In France, involvement in clustering also meant that "schools get some extra financial help" (IPPN, 2004, p.14). In Queensland, this extra help fell into the category of increased service provision. In Catalonia, teachers who take on co-ordination roles were awarded credits which improved their employment mobility. Thus we can see that there are a wide number of variations on how a cluster can form and also how a cluster can function. The next question to ask is whether these cluster groupings are of benefit to the school as a whole.”

The Report came up with some interesting recommendations:

1. Professional development to be made available at local level to ensure that all boards of management members make a meaningful contribution to the operation of schools locally.
2. Responsibility for the maintenance and up-keep of school buildings should be transferred to maintenance boards organised at regional level.
3. The appointment of qualified full-time secretaries on a clustered basis. Such secretaries should be trained and remunerated at a level similar to clerical assistants employed in public health boards
4. Greater funding for existing support services such as School Development Planning, Primary Curriculum Support, Leadership Development for Schools programme and in-career development generally. Schools should be allocated a specific grant which would allow them to organise school-based in-service as opposed to availing of school focussed in-service.
5. The number of release days for teaching Principals needs to be extended. There needs to be an examination as to how these days should be organised more effectively with a view to the appointment of relief teachers to serve 4 to 5 Principals in a particular area on a weekly rota basis.
6. Consideration needs to be given to the appointment of specialist teachers in such areas as IT, drama, music or physical education on a permanent clustered school basis to relieve Teaching Principals on a weekly basis, as is the case in Finland and some educational districts in England and Wales.
7. Easily accessible professional development programmes should be made available in order that in-school management teams can reduce workload for Principals.

Support Office

by *Seán Cottrell*

Recently IPPN's Support Office staff moved into a new building custom-designed for our needs. This was the sixth premises used since IPPN was founded. When I was appointed Director in 2000, the 'Support Office' was a spare bedroom in my home. In 2001, Sue Cowburn was employed to provide administrative assistance to IPPN and consequently an office was rented in Penrose Wharf in Cork City. This was a single-room office with no daylight. It served its purpose for a year and a half until more suitable premises were found.

Our next move was to Glounthaune to a more spacious single-room office 'over the auctioneers'. This had two windows so they were really on the way up! At the end of 2002, Caroline O'Dea joined the Support Office staff and shortly afterwards, Sue, Caroline and I moved to Rose Cottage, a 4-room country cottage, also in Glounthaune. No change of address was required and this was no harm, considering mail sent to Penrose Wharf continued to be redirected to Glounthaune for almost 3 years! Rose Cottage was a very pleasant working environment with many of the comforts of home. The offices were in fact originally bedrooms (and decorated in lovely 1980s floral and stripy wallpaper!), a large country kitchen provided a staff room better than most schools.

By 2007, it became clear that, as the organisation grew from strength to strength and with the addition of new staff to the Support Office team, a permanent 'home'

with more space was needed. After much searching for a site and designing the 'perfect' building, the Executive backed a proposal to purchase a 1-acre site which contained a small cottage of less than 1,000 sq feet of space. In July 2008, 8 staff moved from Rose Cottage to this 'new' cottage. This was going to be the second-last move, as planning permission had been granted in February of that year to construct a purpose-built office on the same site. On 26th June 2009, the first sod was officially turned by founding President Jim Hayes. Construction began in July 2009 and was completed by January 2010. Once the office fit-out was completed, staff moved in during the mid-term break in February 2010.

Everyone is aware of the collapse of the building industry since 2008. So it was not surprising that the construction of new offices was the subject of much curiosity in the local area. Rumours spread that it was everything from a luxury cowshed, a centre for asylum-seekers to a mosque to a regional office for NAMA!

The Support Office is located 10 kms east of Cork City, close to the junction of the N8 to Dublin, the Jack Lynch Tunnel and the N25 to Waterford. From the early days in converted bedrooms and cottages, IPPN has gradually built a highly-skilled team with a wide variety of qualifications and backgrounds who live locally. The actual location of the office matters little in real terms as Principals don't physically visit IPPN. Instead, IPPN reaches Principals through the internet, telephone, email, publications and conferences.

Standing (L-R): Jackie O'Reilly, Caroline O'Dea, Louise O'Brien, Nicole Walsh, Geraldine D'Arcy, Jennifer McCarthy
Seated (L-R): Seán Cottrell, Rachel Brannigan, Sarah McNamara





New Support Office

Every Principal knows the long haul and the hard work associated with a building a new school. Equally, you know the tremendous sense of satisfaction and the joy of moving into a new building with all the mod cons. Thankfully, the Support Office staff can finally enjoy the benefits of central heating, daylight, storage space, meeting rooms, separate male and female toilets, car parking space and a canteen. They even have enough room to swivel their chairs without hitting someone in the shins!

As well as the achievement of acquiring decent office space, what is really significant is that it provides a sense of permanence having finally put down roots, putting an end to the uncertainty of rental premises!



IPPN Presidents at the turning of the first sod



"No more prefabs, let's build an office!!"



Tar éis seacht mbliana déag a chaitheamh mar Phríomhoide, chaithfinn a rá gurb iad IPPN atá tar éis an tacaíocht, misneach agus spreagadh is mó a thabhairt dom i mo phost taobh amuigh de mo chlann fhéin. Táim i mo Phríomhoide níos eifeachtaí agus níos sona de bharr an fhorbairt proifisiúnta atá curtha ar fáil ag IPPN dom, de bharr oscailteacht na hEagraíochta, de bharr éisteacht mheasúil a thugann siad agus de bharr an chomhairle a thugann siad dom. Níl a fhios agam cá mbeinn inniu murach gur tháinig siad chun Príomhoidí Bunscoile na tíre a shlánú agus a neartú ina gcuid oibre mar chinnirí scoile. Go mba fada buan sibh.

**Dairiona Nic Con Iomáire, Principal,
Gaelscoil Mhic Amhlaigh, Cnoc na
gCathrach, Galway**

IPPN Committees through the Years

by *Seán Cottrell*



Some members of Current Executive

Members of IPPN's National Executive

Responsibility for the overall management of IPPN rests with the National Executive. With roles including President, Deputy President, Treasurer and other officers, the Executive is elected by the National Committee.

One of the unique features of IPPN is that every member of the National Executive is a current serving Principal. This gives us unquestionable authenticity and credibility, with both members and external agencies. Principals and Deputy Principals are extremely fortunate to have such a dedicated and committed group of Principals working on their behalf. We all know how busy the role of Principal is. To work voluntarily in their own private time as part of the National Executive demonstrates tremendous belief in the vision and mission of IPPN. Principals have served for different periods of time on the National Executive. The list of names below contains all those who have worked on the National Executive. We are extremely grateful to these exemplary professionals for their service to IPPN in its first decade.

Angela Lynch
Anna Mai Rooney
Brendan McCabe
Colm Cregan
Damian White
Dolores Corcoran
Eileen Burns
Fiachra Ó Mórdha
Gerry Murphy
Hilary McBain
Íde Ní Dhúbháin

Jim Hayes
Joe Diver
John Curran
Kevin O'Meara
Larry Fleming
Margaret Cooney
Maria Doyle
Maria Spring
Moirá Lynch
Nora Kavanagh
Pádraic McKeon
Páirc Clerkin
Pat Gately
Pat Goff
Pat Kavanagh
Pat Meagher
Peter Long
Seán Cottrell
Seán Hanley
Seán Ó Díomasaigh
Seán Ó Láimhín
Susan Doody
Tom McGann
Tomás Ó Slatara
Úna McNamara
Virginia O'Mahony

Caoimhe Máirtín - Policy Adviser
David Ruddy - Legal Adviser
Seaghan Moriarty - Technology Adviser
Ciarán Sugrue - Policy Advisor
Michael Farrell - Policy Advisor
Ger Harrington - Facilities Advisor

Members of IPPN's National Committee



Current National Committee

Up until 2002, the leadership and management of IPPN was undertaken by what was known as the Interim National Committee. Under the leadership of Jim Hayes, this interim committee showed great courage and conviction as they pursued a journey through unknown territory, with little certainty and almost no support. Since 2002, when the first full

National Committee was elected, two Principals/Deputy Principals are elected each year to represent their County Network colleagues on the National Committee. This committee forms the main consultative body for the Executive. Meeting three times a year, the National Committee acts as a conduit for issues and information both from and to the Executive, maintains the Constitution, elects the Executive officers and determines overall policy. Sacrificing three Saturdays a year to attend National Committee meetings and working with their own County Network throughout the year shows tremendous commitment. What is remarkable each time the National Committee meets is their appetite for knowledge and their desire to help other school leaders in whatever way they can. The list below contains all those who have served on the National Committee at various stages throughout our first decade. Ár mbuiochas dóibh as ucht an méid a deintear ar son ceannaireacht scoile ar fud na tíre.

Mandy McDonnell Ryan	Carlow
Noel McGarvey	Carlow
Tony Crowe	Carlow
Ann Reilly	Cavan
Bernard Donohoe	Cavan
Breege Flynn	Cavan
Colette Campbell	Cavan
Fiachra Ó Mórdha	Cavan
Finbarr Ó Baoill	Cavan
Rose Mary O'Reilly	Cavan
Seán Hanley	Cavan
Anne Fitzpatrick	Clare
Brian Torpey	Clare
Deasún Hennessy	Clare
John O'Byrne	Clare
Margaret Cooney	Clare
Peter Walsh	Clare
PJ Fitzpatrick	Clare
Rose Marie Corry	Clare
Tina Noone	Clare
Angela Lynch	Cork
Ciarán Boland	Cork
Don McAleese	Cork
Dónal O'Sullivan	Cork
Gerard O'Mahony	Cork
Íde Ní Dhúbháin	Cork
Jim Hayes	Cork

Mícheál Ó Cochláin	Cork	Carol O' Sullivan	Kildare	Elizabeth Brady	Longford
Seán Cottrell	Cork	Eileen Flynn	Kildare	Herbert Farrell	Longford
Eugene Sharkey	Donegal	Fiona O'Reilly	Kildare	Katherine White	Longford
Hilary McNutt	Donegal	Frank O'Meara	Kildare	Marett Smith	Longford
Joe Diver	Donegal	Máiréad O'Flynn	Kildare	Noeleen Rooney	Longford
Máire Rodgers Coyle	Donegal	Mary Kavanagh	Kildare	Gerry Murphy	Louth
Oliver Gilmore	Donegal	Mary Pierce	Kildare	Joanne Moore	Louth
Rosemary Dunne	Donegal	Shay Nolan	Kildare	John Moloney	Louth
Sinéad McLaughlin	Donegal	Raymond King	Kildare	Mary Hession	Louth
Tom Harkin	Donegal	Ann Byrne	Kilkenny	Owen D'Arcy	Louth
Áine Lawlor	Dublin	Brendan Smyth	Kilkenny	Fiona Byrnes	Mayo
Laurie Healy	Dublin	Denis O'Reilly	Kilkenny	Johanna McKenna	Mayo
Margaret Condon	Dublin	Isbéal Brennan	Kilkenny	Liam Forde	Mayo
Noeleen Brennan	Dublin	Martina Kennedy	Kilkenny	Pádraic McKeon	Mayo
Noreen Carroll	Dublin	Mary Holden	Kilkenny	Seán Ó Láimhín	Mayo
Seán Hourihane	Dublin	Rita Holohan	Kilkenny	Brendan McCabe	Meath
Susan Doody	Dublin	Gerard Farrelly	Kilkenny	Cóilín Ó Coigligh	Meath
John Curran	Dublin	James Fennelly	Kilkenny	Jim Gilligan	Meath
Kevin O'Meara	Dublin	Margaret Walsh	Kilkenny	John White	Meath
Maria Spring	Dublin	Mary Hahessy	Kilkenny	Seán Ó Díomasaigh	Meath
Peter Moore	Dublin	Pádraig O' Neill	Kilkenny	Anna Mai Rooney	Monaghan
Carol Burke-Heneghan	Dublin	Rita Holohan	Kilkenny	Catherine Flanagan	Monaghan
Henry Thynne	Dublin	Aidan McEvoy	Laois	Claire Halligan	Monaghan
Páirc Clerkin	Dublin	Anne Boland	Laois	Elizabeth Moorehead	Monaghan
Anne Ryan	Galway	Anne Curtin	Laois	Jimmy McGeough	Monaghan
Breda Dolan	Galway	Daphne Harding	Laois	Kevin Moloney	Monaghan
Breda Murphy	Galway	David Finnegan	Laois	Paddy Flood	Monaghan
Concepta Ní Stíofáin	Galway	David O'Brien	Laois	Carol White	Offaly
Gabrielle Madden	Galway	John Murrell	Laois	Cathy Lyons	Offaly
John Reilly	Galway	Marianne Murphy	Laois	Damian White	Offaly
Mary Smith	Galway	Maura Horan	Laois	Emmett Breathnach	Offaly
Maurice Whelan	Galway	Muriel Wall Coughlan	Laois	Esther Lambe	Offaly
Pat Moore	Galway	Niamh Campion	Laois	Larry Fleming	Offaly
Rita McMahan	Galway	Pádraig Ashe	Laois	Michael Hyland	Offaly
Seán Holian	Galway	Brid Cahill-McMahon	Leitrim	Michele Balfe	Offaly
Sr Chanel Canny	Galway	Caroline Healy	Leitrim	Moira Lynch (RIP)	Offaly
Sr Geraldine Costello	Galway	Doreen McHugh	Leitrim	Nora Kavanagh	Offaly
Virginia O'Mahony	Galway	Martina Williams	Leitrim	Anna Feely	Roscommon
Denis Courtney	Kerry	Colm Cregan	Limerick	Annette Regan	Roscommon
Julienne Donegan	Kerry	Diarmuid ÓMurchú	Limerick	Caroline Madigan	Roscommon
Kathleen Lynch	Kerry	Donat Leahy	Limerick	Cecily Geoghegan	Roscommon
Maria McSwiney	Kerry	Kathryn O'Connor	Limerick	Madeline O'Connell	Roscommon
Marjorie Flynn	Kerry	Marie Griffin	Limerick	Michael Cleary	Roscommon
Patricia Boyle	Kerry	Mary McNeice O' Regan	Limerick	Teresa Hand-Campbell	Roscommon
Timothy McKenna	Kerry	Mícheál Ó Riain	Limerick	Úna Feeley	Roscommon
Ursula Coffey	Kerry	Peter Long	Limerick	Aileen Donagher McGowan	Sligo
Ann Dempsey	Kildare	Roise Nic Stíofáin	Limerick	Áine Ní Éigeartaigh	Sligo
Ann McQuillan	Kildare	Brid Glynn	Longford	Bernard Mulherin	Sligo

Cont'd Overleaf

Committees....Cont'd

<i>Carmel Wynne</i>	<i>Sligo</i>	<i>Tomás Ó Slatara</i>	<i>Tipperary</i>	<i>Gerry Moran</i>	<i>Wexford</i>
<i>Dearbhla Gill</i>	<i>Sligo</i>	<i>Fionnuala Power</i>	<i>Waterford</i>	<i>Louisa O' Brien - Glynn</i>	<i>Wexford</i>
<i>Jean McGowan</i>	<i>Sligo</i>	<i>Garret O' Hanlon</i>	<i>Waterford</i>	<i>Pat Gately</i>	<i>Wexford</i>
<i>Joseph Fogarty</i>	<i>Sligo</i>	<i>Liam Ó Neachtain</i>	<i>Waterford</i>	<i>Pat Goff</i>	<i>Wexford</i>
<i>Mary Finan</i>	<i>Sligo</i>	<i>Marcella McGovern</i>	<i>Waterford</i>	<i>Pat Kavanagh</i>	<i>Wexford</i>
<i>Mícheál Ó Broin</i>	<i>Sligo</i>	<i>Maria Doyle</i>	<i>Waterford</i>	<i>Diarmuid Kavanagh</i>	<i>Wicklow</i>
<i>Patsy Currid</i>	<i>Sligo</i>	<i>Catherine Keenan</i>	<i>Westmeath</i>	<i>Emer Breen</i>	<i>Wicklow</i>
<i>Rita McHugh</i>	<i>Sligo</i>	<i>Dolores Corcoran</i>	<i>Westmeath</i>	<i>Gearóidín Ní Bhaoil</i>	<i>Wicklow</i>
<i>Ann Powell</i>	<i>Tipperary</i>	<i>Eileen Burns</i>	<i>Westmeath</i>	<i>Martin Murphy</i>	<i>Wicklow</i>
<i>Caitriona O'Connor</i>	<i>Tipperary</i>	<i>Kathryn Keenan</i>	<i>Westmeath</i>	<i>Noreen Lawlor</i>	<i>Wicklow</i>
<i>Damian White</i>	<i>Tipperary</i>	<i>Michael Scally</i>	<i>Westmeath</i>	<i>Tom McGann</i>	<i>Wicklow</i>
<i>George Barry</i>	<i>Tipperary</i>	<i>Niall Brennan</i>	<i>Westmeath</i>	<i>Ursula Cotter</i>	<i>Wicklow</i>
<i>Mary O'Donnell</i>	<i>Tipperary</i>	<i>Oliver Keating</i>	<i>Westmeath</i>		
<i>Norberta O' Gorman</i>	<i>Tipperary</i>	<i>Sé McCarthy</i>	<i>Westmeath</i>		
<i>Pat Meagher</i>	<i>Tipperary</i>	<i>Breda Rice</i>	<i>Wexford</i>		
<i>Pat O' Malley</i>	<i>Tipperary</i>	<i>Caitlín Ní Shéaghda</i>	<i>Wexford</i>		
<i>Paul Murphy</i>	<i>Tipperary</i>	<i>Con Brosnan</i>	<i>Wexford</i>		
<i>Sheila McCarthy</i>	<i>Tipperary</i>	<i>Dolores Kelly</i>	<i>Wexford</i>		

Sponsors/Partners

by Louise O'Brien



IPPN owes a great debt of gratitude to a small number of businesses who responded positively when approached for practical assistance in those critical early years. Most significantly, Allianz, formerly Church & General, recognised the value of a professional body for school Principals and have been a steady and unwavering partner right throughout our first decade. During the first few years, the support of Musgraves SuperValu and AIB greatly assisted IPPN in dealing with the financial challenges facing all new organisations. Allianz continues as IPPN's main partner and more recently, we are very pleased to have built strong relationships with both CJ Fallon and IBS Xerox Copy & Print Solutions. IPPN has secured affinity partnerships with Energia and Scoitel, providing IPPN members with special discounts on schools' electricity and telecom services.

There are numerous other sponsors and business partners whose ongoing support through advertising, affinity schemes and attendance at our annual Education Expo collectively enables IPPN to maintain a low membership fee and at the same time, provide low cost services for individual schools. As more schools avail of the services that IPPN negotiates on behalf of members, the future of our business partnerships looks very bright.



David O'Sullivan & Ciarán Whelan (Allianz) with David Ruddy



Martin McAleese, Jim Hayes & Michael Nolan (Allianz)



Over the past few years the National Parents Council have worked closely with IPPN on a number of important initiatives. Most recently that work has culminated in a document called "Supporting Each Other, a guide to best practice for the effective partnership between Principals and Parent Associations." This collaborative work has been possible due to the incredibly child-centered approach that IPPN takes in conducting its business. NPC looks forward to the continuing partnership between our two organisations in supporting the collaboration between parents and Principals to ensure that primary schools in Ireland are the best they can be for our children.

**Aine Lynch – CEO,
National Parents' Council – Primary**

The Birth of IPPN

By Brendan McCabe

As we reached the new Millenium the country it went mad
With worry of computer clocks and airline travel bad.
"We'll all be ruined " says Hanrahan, "we're headed for our doom.
We need to search for answers, but the question is from whom?"

"We need a new beginning" said the lads way down in Cork
"for every school in Ireland, from Loop Head to Gortahork.
The Príomhoidí of the country are weary, tired and sore
of depending on the D.E.S., it's time we gave them more."

"A network is what's needed" young Cottrell he did say,
"where Principals can get support and help in every way."
"Let's call them all together", Jim Hayes he did declare.
"We'll have a special meeting on the Curragh of Kildare."

So the birth of IPPN, after quite a short gestation
Began an era of support and help for schools across the nation.
With mailing lists, advice galore and a Conference every year
The Príomhoidí of the country had nothing more to fear.

The office down in Glounthaune, it is the mothership
With Caroline, Jenn, Louise and co. all shooting from the hip.
Geraldine, Rachel, Jackie and Sarah work hard all day
While Seán, Virginia and Pat steer us on our way.

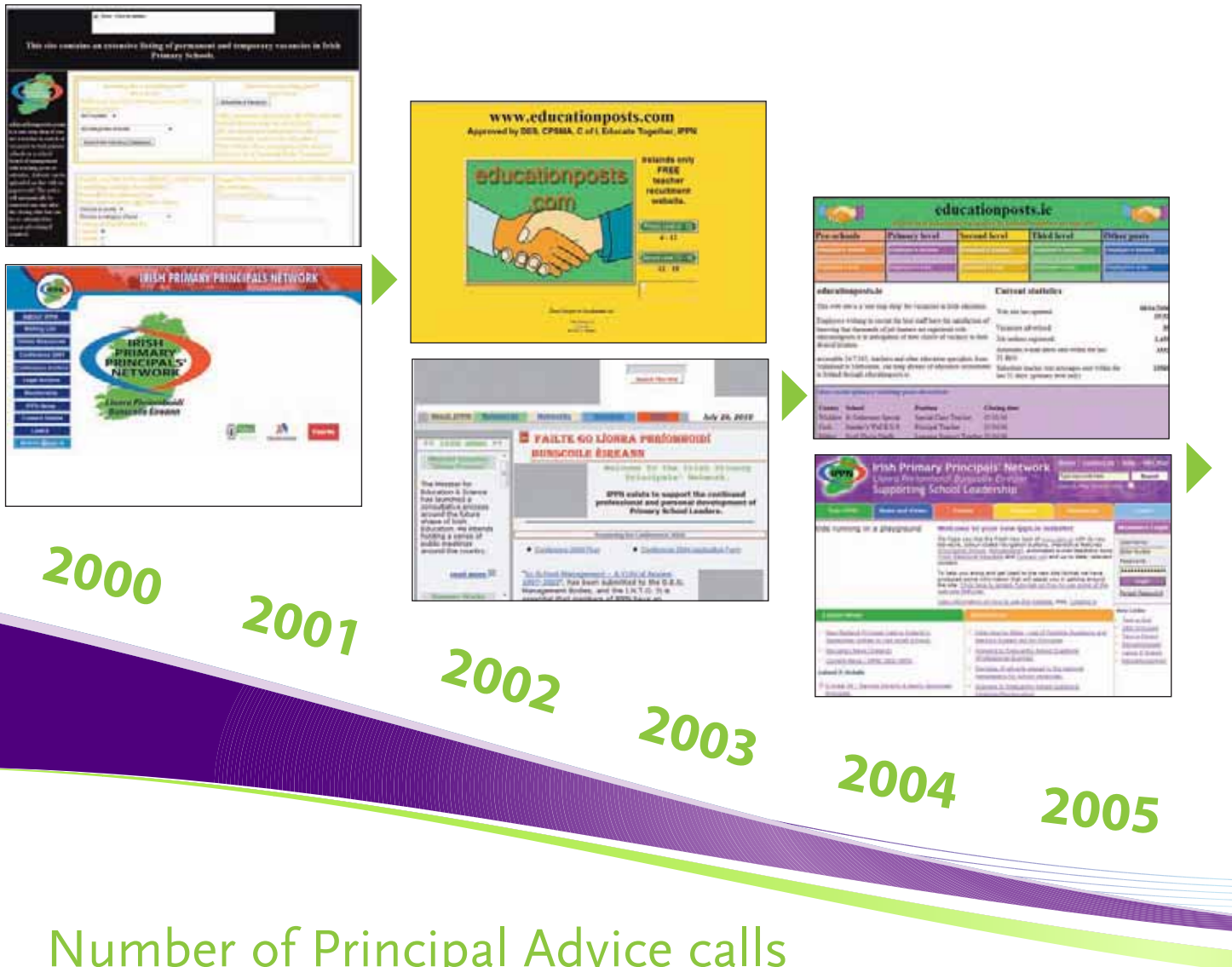
So thanks for that advice and help, in every kind of bind,
When help is sorely needed we know just where to find
A helping hand, a supportive word, a sympathetic ear.
May IPPN grow and thrive and prosper every year.



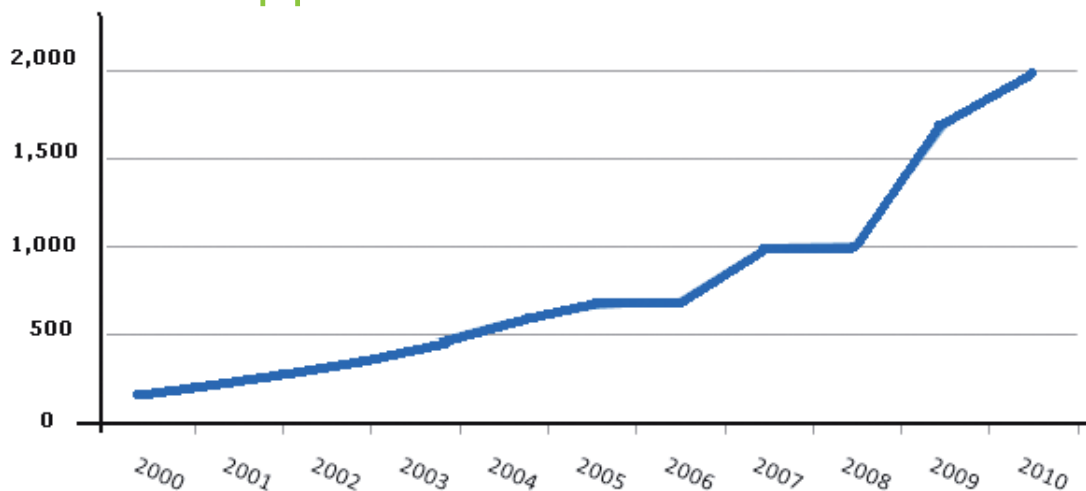
It is remarkable that in only ten years IPPN now occupies a significant leadership and influential position in the international affairs of school Principals. This position was actually achieved in less than five years and then consolidated. How come? From my observations, IPPN values Principalship as the pre-eminent educational leadership position in improving student learning and places the child as the foremost priority.
Congratulations!

Jim M Spinks, Director, 'All Across the Line' Consultancy in Education, Australia

ICT Through the Years..... *by Seaghan Moriarty*



Number of Principal Advice calls to the Support Office 2000 - 2010



Múineann gá seift is a well-known sean-fhocal - how true it was in the case of IPPN. Picture a new organisation with no resources attempting to support and represent 3,300 Principals in 1999-2000. The prohibitive costs involved in sending a letter to all schools were beyond IPPN's means. Therefore, heads were knocked together and, from day one, the emphasis was on creating a digital infrastructure capable of supporting a network for school leaders' needs. Never in our wildest dreams did we anticipate that by 2010 there would be:

- 30,000 teachers registered on EducationPosts.ie
- 2,500 teaching vacancies advertised on EducationPosts.ie in one year
- 13,700 teachers registered for TextaSub text alerts regarding short-term substitution

- 1,000,000 emails per week being exchanged by 2,300 Principals engaging in professional dialogue on a dedicated 'networking' mailing list
- 1,500 schools using TextaParent.ie to communicate with their parent body
- 1,700 Principals participating in online surveys on EducationOpinion.ie
- 200 newly-appointed/ aspiring Principals studying online courses through Learningplus.ippn.ie
- 6,600 Principals and Deputies contributing and sourcing policies, plans, publications and other resources on ippn.ie.

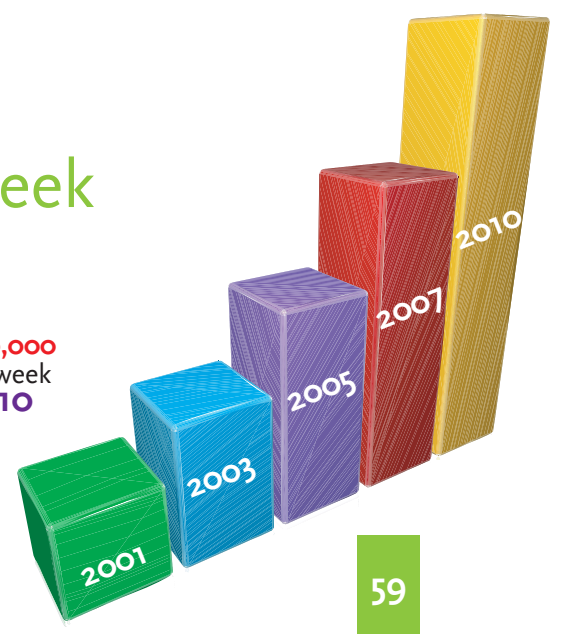


2006 2007 2008 2009 2010



Networking emails per week 2000 - 2010

26,000 per week 2001 → 90,000 per week 2003 → 190,000 per week 2005 → 450,000 per week 2007 → 1,000,000 per week 2010





Eileen Burns & Angela Lynch



Jim Hayes & Aiden O'Brien



Caoimhe Máirtín



Breda Dolan & Brega O'Connell



Marie Fleming, Brid Cottrell, Marguerite White & Norrie Goff



Tomás, Máire Áine, Michael Nolan & Jim



John Curran



Active Listening



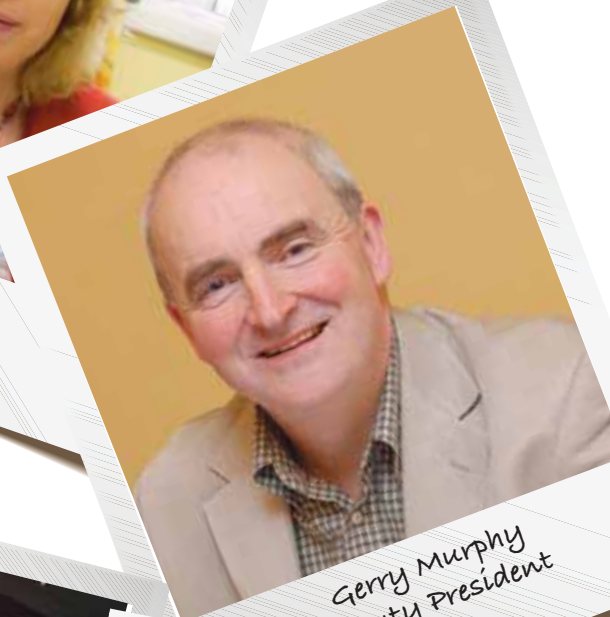
Michael Maher, Nora & Damian



Dairíona Nic Con Iomáire,
Seán Holian, & Rita McMahon



Anna Maí Rooney



Gerry Murphy
Deputy President



Enjoying Conference



Pat Kavanagh, Margaret
Cooney, Pat Meagher &
Angela Lynch



Brendan



Seaghan Moriarty



Maria Doyle



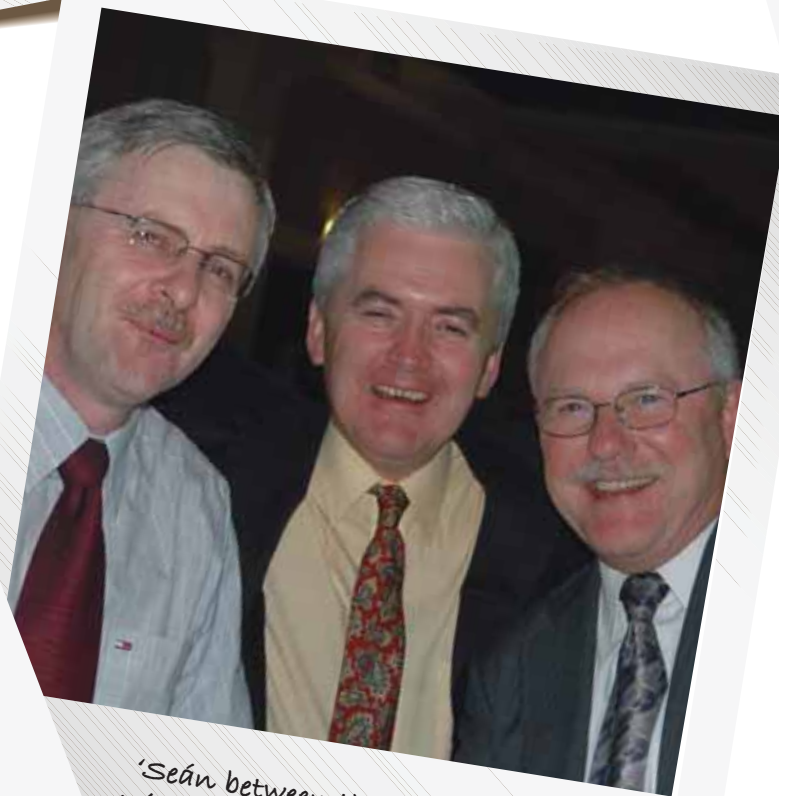
Minister Hanafin & Jim Hayes



David O'Sullivan, Angela Lynch
& Pat Kinsella



Beirt Chiarraíoch i gCorcaigh -
Dónal O'Sullivan
& Gabriel Ó Cathasaigh



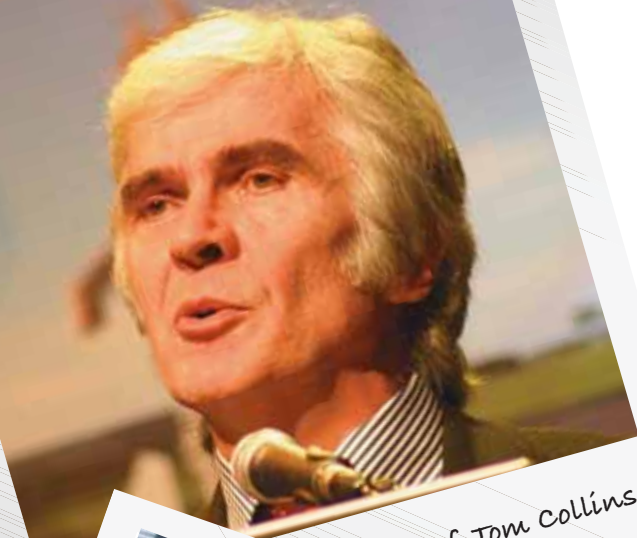
'Seán between the two Mikes'
Michael Farrell & Mike Benson



Mary Pierce, Eileen Burns,
Sé McCarthy



Jim Hayes, Bríd O'Keefe,
Monsignor Dan & Micheál Ó Cochláin



Prof. Tom Collins



Mary McGarry, Ian McFarland,
Siobhán Cartúir & Mike Benson
Bursary visit to Canada



Joe Díver, Seán Kelly, Tomás,
Jim, Damian & Seán



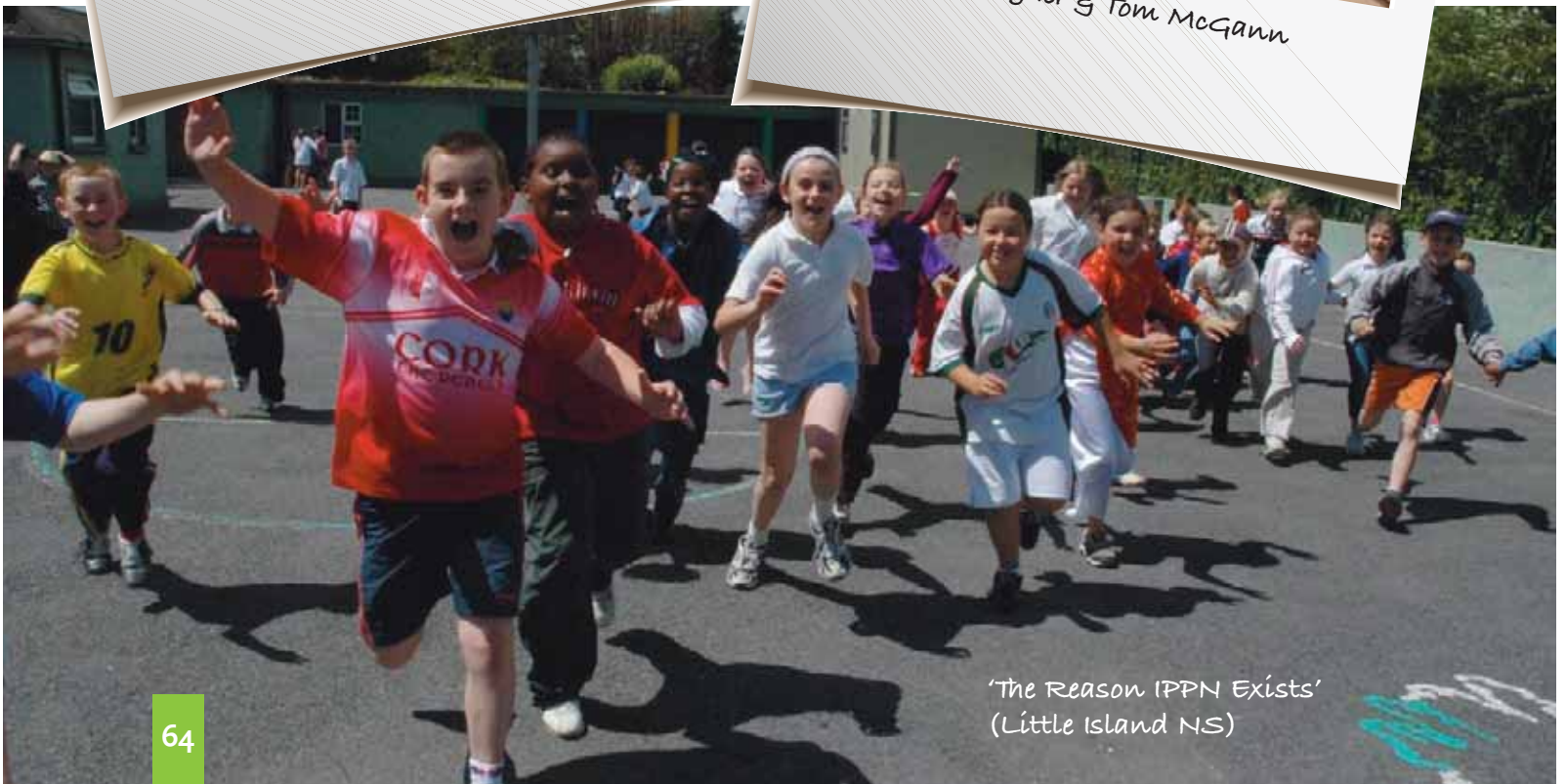
Prionsias MacCurtáin, Gerard Pierce, Nora May Kelleher, Ursula & Ciarán Coffey & Friends



John Curran, Geraldine D'Arcy, Pat Kavanagh & Neil Tobin



Pat Meagher & Tom McGann



'The Reason IPPN Exists'
(Little Island NS)

Tacaíocht, Misneach & Spreagadh
Supporting School Leadership

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Co. Cork
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info@ippn.ie

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