



INSTRUCTIONAL  
LEADERSHIP  
programme



**etbi**

Education and Training  
Boards Ireland  
*Boird Oideachais agus  
Oiliúna Éireann*

STRATEGIC PLAN 2023 - 2026

JOAN RUSSELL (ETBI)

INSTRUCTIONAL LEADERSHIP  
PROGRAMME

[www.instructionalleadership.ie](http://www.instructionalleadership.ie)

@ILProgramme

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## National Steering Committee Members

Joan Russell, Education Research Officer (Chairperson)

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

Dr Sharon Coffey, Graduate & Principal, Coláiste Aindriu, Carlow

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

Siobhain Grogan, Graduate & Teacher, Gael Choláiste Chill Dara, Naas (prior to December 2023)

Anne Mc Hugh, Chief Executive, Donegal ETB

Gerry Maloney, Graduate & Retired Teacher, St. David's Holy Faith Secondary School, Greystones (prior to December 2023)

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

Gerard O' Sullivan, Graduate & Education Officer, NCCA

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

Niamh Broderick, Graduate & Principal, St. Leo's College, Carlow (prior to December 2023)

Veronica Walsh, Graduate & Principal, Coláiste Treasa, Cork.

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

Paula Fitzpatrick, IL Administrator, Education and Training Board Ireland



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## Introduction

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

The programme endeavours to initiate and facilitate systemic change, across primary and post-primary schools. Specifically, it aims to:

- Encourage teachers to consciously modify their instructional actions to maximise student learning.
- Facilitate the conscious and deliberate utilisation of teacher actions – skills, tactics & strategies.
- Foster an awareness of how a teacher’s actions can impact on student learning – motivation, novelty, authenticity, accountability, and safety.
- Re/Acquaint teachers with the extent to which learning is affected by; diverse learning styles, multiple intelligences, ‘at risk environment’ etc.
- Enhance classroom management and support the development of effective student teacher relationships.
- Encourage/support review at individual, subject department and school levels using a range of collaborative professional reflection tools.

This strategic plan aims to support the National Steering Committee in building on the work of the last thirteenth years by setting out actions under five key priority areas:

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

The plan will be monitored by the Steering Committee on a quarterly basis and an annual report will be published on [www.instructionalleadership.ie](http://www.instructionalleadership.ie).



Joan Russell  
Chairperson  
National Steering Committee



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# Strategic Priorities 2023 – 2026



## Instructional Leadership Programme Strategic Plan 2023 – 2026

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

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

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

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

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

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

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

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

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

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

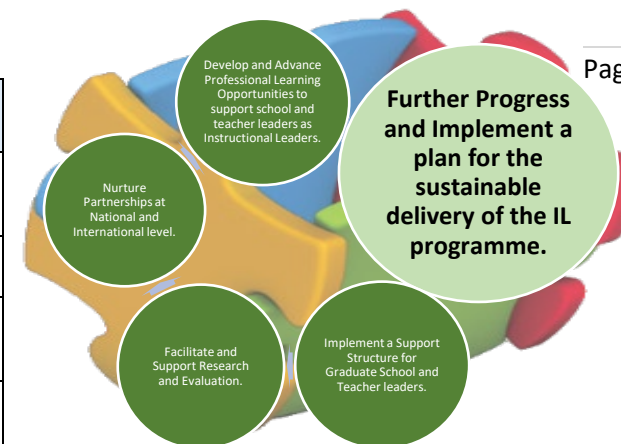
The targets set under this priority aim to consolidate the delivery of existing programmes as well as designing and facilitating new professional learning opportunities for schools.



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

Action:	Quarter:	Year:
Implement the Strategic Plan for the future delivery of the ILP		2024 to 2026
Secure Funding to ensure the future delivery of the ILP.	Qtr. 1	2024
Redesign and document the ILP and develop associated resources.	Qtr. 1 – Qtr. 4	2024
Identify and train ILP Graduates as Programme Facilitators.	Qtr. 4 Qtr. 1	2024 2025
Recommend the implementation of the ILP at national level following the training of facilitators.	Qtr. 4	2025
Further develop the programme for primary school level.		2024 to 2026
Ongoing review of the ILP and to ensure alignment with National Education Policy.		2024 to 2026
Provide ongoing training and support for Graduate Facilitators.	Qtr. 2 and Qtr. 4	2026 (Ongoing)



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## Implement a support structure for Graduate School and Teachers Leaders

Action:	Quarter:	Year:
Maintain ongoing communication with ILP Graduates through the ILP Website, Social Media, and Email.		2024 - 2026
Host an Annual Instructional Leadership Conference	Q2	2024 - 2026
Publish online newsletters	Q1 & Q4	2024 - 2026
Establish an online forum to support teaching and learning conversations between teachers across schools.		2024 – 2026 Ongoing



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## Facilitate and Support Research and Evaluation.

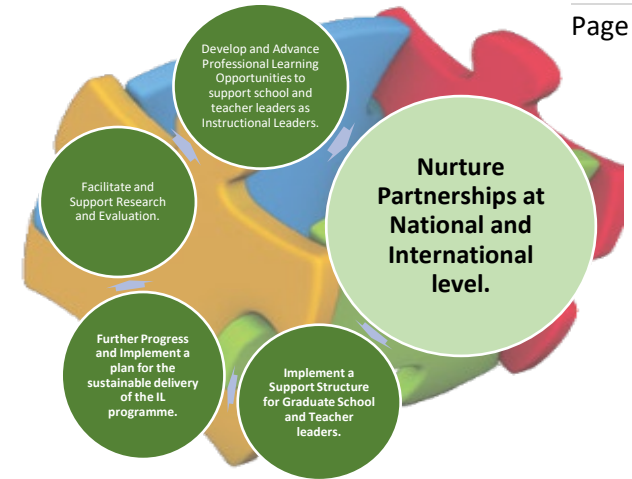
Action:	Quarter:	Year:
Host a Research Conference	Q4	2025
Present and Publish 3 x Papers at the ICSEI	Q1	2024
Continue to gather and analyse data on the Professional Reflection Module of the ILP Cohort 15.	Q1	2024
Publish Research Papers relating to Professional Reflection in the ILP.		2024 – 2026
Commence research on the programme, <i>Developing Principals &amp; Deputy Principals as Instructional Leaders.</i>	Q1	2024
Commence research on <i>the experience of primary school teachers who have completed the ILP and the impact it has had on their classroom practice.</i>	Q2	2024
Conclude the research - <i>Explore the perspectives of post-primary school teachers' perception of the factors that contribute to effective professional learning experiences.</i>	Q1	2026



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## Nurture Partnerships at National and International level.

Action:	Quarter:	Year:
Maintain partnerships with relevant organisations to support the development of the Programme and provide access to it by varying audiences.		2024 - 2026
Maintain the International Partnership with DRUSTVO RAVNATELJ, an association of school leaders in Slovenia and NAPD.	Q1 – Q3	2024
Advance the establishment of a partnership with Northern Ireland through the PeacePlus Project.		2024 - 2026
Continue to partner with Teaching Council on collaborative professional reflection.		2024 – 2026
Re-establish a partnership with the Education Centres relating to the delivery of the ILP at primary school level.		2024 – 2026

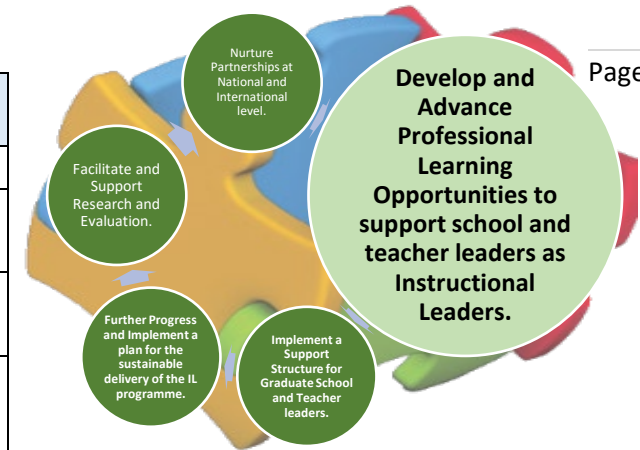


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**Develop and Advance Professional Learning Opportunities to support school and teacher leaders as Instructional Leaders**

Action:	Quarter:	Year:
Maintain the delivery of Team Based Learning (TBL).		2024 - 2026
Maintain the delivery of Peer Instructional Conferencing and Coaching Programme.		2024 - 2026
Pilot the new programme, <i>Supporting Principals and Deputy Principals as Instructional Leaders</i> .	Q1	2024
Continue to monitor the educational landscape and provide opportunities for school and teacher leaders to learn and collaborate.		2024 - 2026



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This Strategic Plan was approved by the Instructional Leadership Steering Committee at the Ordinary Meeting on 13/11/2023.

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## Strategic Plan 2023 -2026

