

# 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](http://www.EducationPosts.com) (now [EducationPosts.ie](http://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

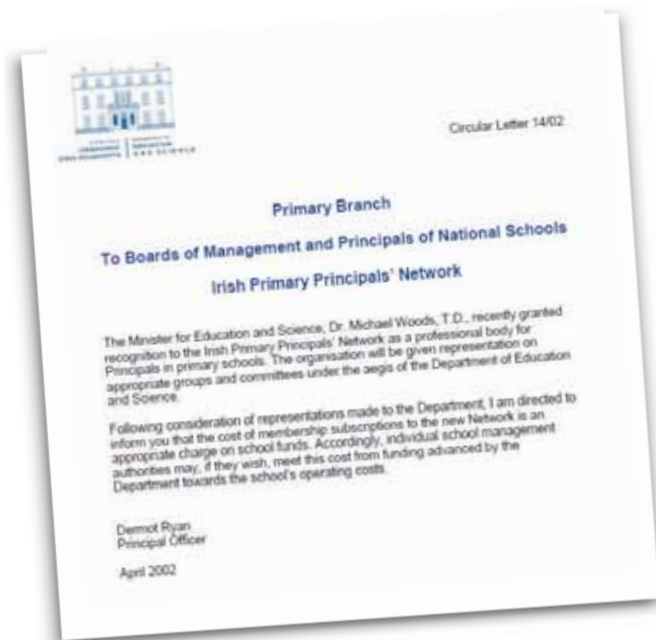
- Jan 2002 - Leadership Development for Schools (LDS) team was established. IPPN worked closely with the LDS team regarding our Mentoring Programme.
- Apr 2002 - the Department of Education and Science issued a Circular (14/02) to Boards of Management and Principals of National Schools as follows:

### 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](http://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 Principals .....This 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

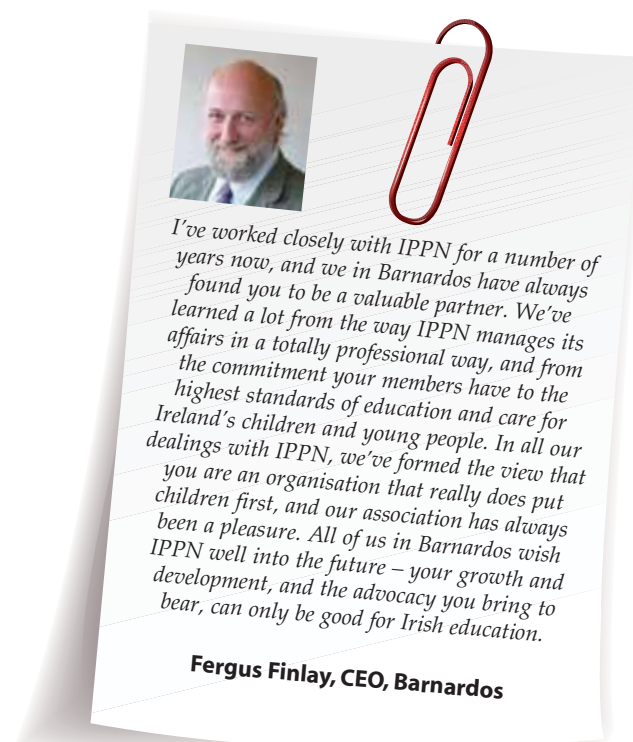


Brian Tobin, Máire Áine Uí Aodha & Dan Leo

- **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.

