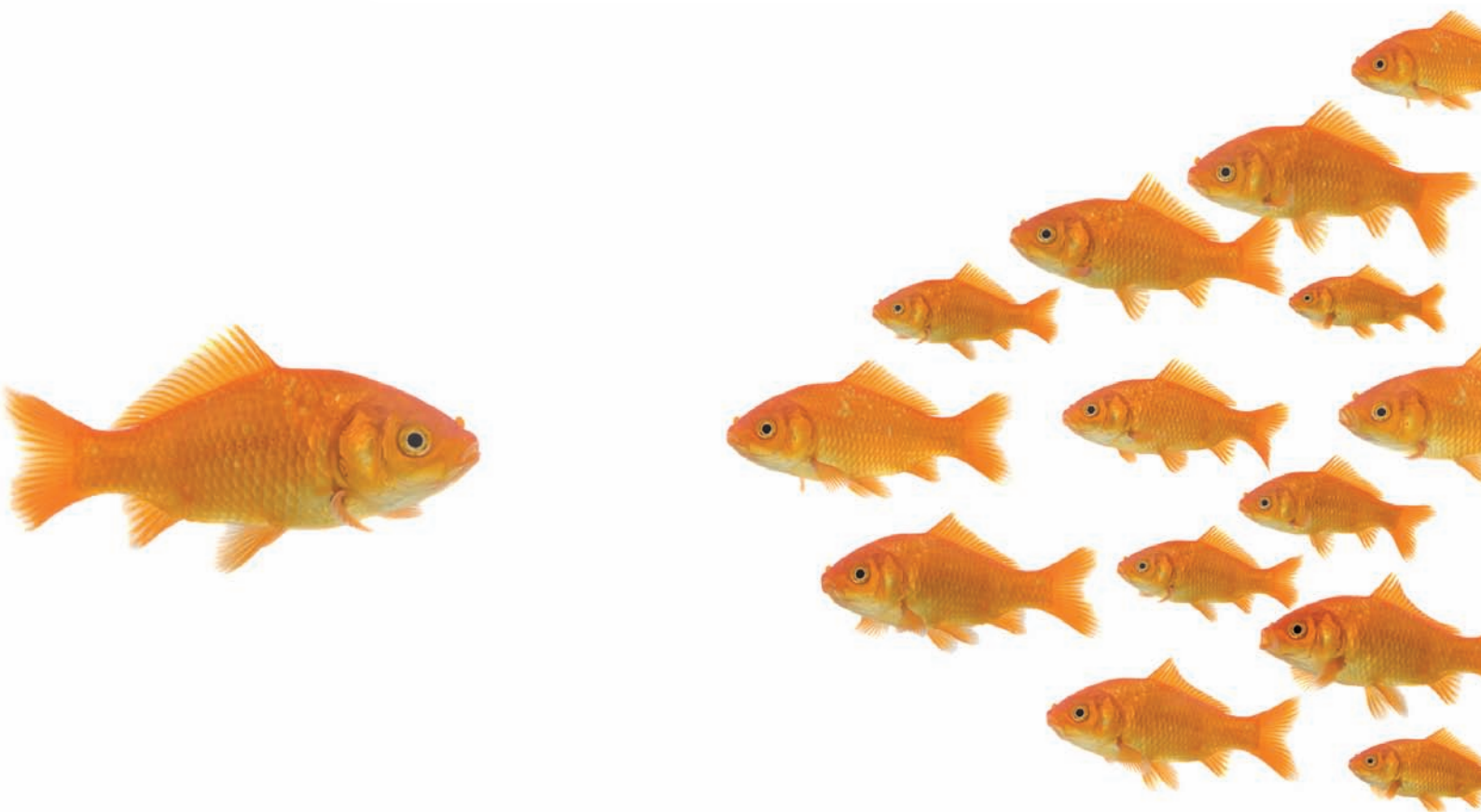


The Standing Conference on Teacher Education,  
North and South (SCoTENS)

SIXTH ANNUAL CONFERENCE

# SCHOOL LEADERSHIP

## POLICY AND PRACTICE, NORTH AND SOUTH



### KEYNOTE SPEAKERS

**Deborah Nusche**, OECD Directorate for Education

**David Armstrong**, PricewaterhouseCoopers

**Ciaran Sugrue**, University of Cambridge

**Tim London**, Queen's University Belfast

**Tom Hesketh**, Regional Training Unit (NI)

**Paddy Flood**, Leadership Development in Schools (RoI)

Wellington Park Hotel, Belfast Thursday 9 - Friday 10 October 2008

# 2008 SCoTENS conference

## SCHOOL LEADERSHIP

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#### PROGRAMME

##### Thursday 9 October

McWilliams Suite 1, Wellington Park Hotel

Chair: **Dr Pauric Travers**

- 2.15 Registration and refreshments  
3.00 Official Opening by Minister for Education,  
**Ms Caitriona Ruane MLA**  
3.20 **Ms Deborah Nusche**, Policy Analyst, OECD  
Directorate for Education, Education and Training  
Policy Division, on the 2008 OECD report *Improving  
School Leadership*  
4.10 Break  
4.40 School system responses from **Dr Tom Hesketh**,  
Director, Regional Training Unit (NI) and **Mr Paddy  
Flood**, Director, Leadership Development in  
Schools (RoI)  
5.20 Discussion  
5.50 Closing remarks by **Mr Will Haire**, Permanent  
Secretary, Department of Education N Ireland  
6.00 Close  
7.00 Reception to launch two SCoTENS reports:  
1. **Teaching in the Knowledge Society:  
SCoTENS 2007 Conference and  
Annual Report**  
2. **A Review of Science Outreach Strategies,  
North and South**, by Kevin Davison, Veronica  
McCauley, Christine Donegan and  
William McClune  
8.00 Dinner – McWilliams Suite 2

##### Friday 10 October

McWilliams Suite 1, Wellington Park Hotel

Chair: **Dr Tom Hesketh**

- 9.00 **Dr Ciaran Sugrue**, University of Cambridge, and  
**Dr Tim London**, Queen's University Belfast –  
academic responses to the OECD report *Improving  
School Leadership*  
10.00 **Dr David Armstrong**, Education Division,  
PricewaterhouseCoopers UK, on the  
PriceWaterhouseCoopers study on the  
*Attractiveness of Headship: Ireland North and South*  
10.30 Break  
11.00 A view from the principals:  
**Mrs Catherine Wegwermer**, Principal, St Joseph's  
Primary School, Crumlin, Co. Antrim

11.30 **Mr Martin Wallace**, Principal, Castletroy  
College, Limerick  
Panel discussion, led by education trade unionists  
and teacher professional organisation  
representatives:

**Mr Frank Bunting**, Irish National Teachers  
Organisation (NI); **Mr Clive Byrne**, National  
Association of Principals and Deputy Principals (RoI);  
**Mr Seán Cottrell**, Irish Primary Principals Network  
(RoI); **Ms Moira Leydon**, Association of Secondary  
Teachers Ireland (RoI); **Mr Seamus Searson**,  
NASUWT (NI); **Ms Fern Turner**, National Association  
of Head Teachers (NI).

1.00 Close

#### CONFERENCE SPEAKERS AND CHAIRPERSONS



**Ms Caitriona Ruane** is Minister for  
Education and has been a Sinn Fein MLA  
for South Down since 2003. From 1997-  
2001 she was the Director of Féile an  
Phobail, the West Belfast Festival and a  
founder of the city's St Patrick's Day  
Parade. In 2000 President McAleese  
presented her with the Aisling Person of the Year Award. A  
Gaelgeoir and fluent Spanish speaker, she was chairperson of  
the 'Bring Them Home' campaign, working for the release of  
the three Irish republicans imprisoned in Colombia. In the mid-  
1980s Ms Ruane worked for a US-based aid foundation in  
Central America. On her return, she worked for Trocaire before  
co-founding the Centre for Research and Documentation in  
Belfast, which studied conflict resolution in Ireland, South  
Africa and Central America. She has lobbied the UN and the  
EU on human rights in the North.



**Ms Deborah Nusche** is a policy analyst in  
the Education and Training Policy Division  
of the OECD Directorate for Education. With  
the OECD since 2007, she has worked on  
issues of school leadership and learning  
outcomes assessment. She is currently  
working on the OECD Thematic Review of  
Migrant Education. She has an M.Sc. in International Affairs  
from the Institut d'Etudes Politiques de Paris (Sciences Po)  
and previous work experience with UNESCO and the  
World Bank.

**Dr Tom Hesketh** is Director of the Regional Training Unit  
(RTU)(www.rtuni.org) in Northern Ireland which has, as part of  
its remit, the responsibility for leadership training across the

# 2008 SCoTENS conference

## SCHOOL LEADERSHIP

### POLICY AND PRACTICE, NORTH AND SOUTH



Northern Ireland education service, including the Professional Qualification for Headship, for which RTU is both the lead and awarding body. He holds a PhD in political science and an MA in Human Resource Management. Dr Hesketh taught

for eleven years before entering the schools' advice and support services of two Education and Library Boards, principally in the areas of management development and staff development. He was co-director of the MBA programme in Educational Leadership, the first of its kind in the UK. He is co-chair of SCoTENS.



**Mr Paddy Flood** is the Leadership Development in Schools (LDS) National Co-ordinator and the principal of Edenmore National School, Emyvale, Co. Monaghan. He has been with the LDS team since its launch in 2002. A graduate of St Patrick's College of Education, Drumcondra, with an M.Sc from the University of Ulster, he is currently a doctoral student at the Institute of Education, University of London, where he is exploring the professional leadership of Irish principals. He has been keenly involved with An Féile Scoildramaíochta, Cumann na mBunscol.



**Mr Will Haire** has been Permanent Secretary of the Department of Education since 2006. He joined the Northern Ireland Civil Service in 1980. From 1990 to 1993 he was seconded to the UK Permanent Representation to the European Council in Brussels. On his return to Belfast he became the Director for Equality and Industrial Relations in the Department of Economic Development, followed by three years as Director of International Marketing in the Industrial Development Board. Mr Haire joined the Office of the First Minister and Deputy First Minister (OFMDFM) in 2000 as Director of the Economic Policy Unit and in 2002 became the Office's Second Permanent Secretary. In 2003 he became Permanent Secretary of the Department for Employment and Learning.



**Dr Ciaran Sugrue** is a Reader in School Leadership and School Improvement at the Faculty of Education, University of Cambridge. Previously he was Director of Postgraduate Studies at St. Patrick's College, Drumcondra, where he worked in teacher education for more than 20 years.

For 10 years he was the General Editor of *Irish Educational*

*Studies*, and he is currently on the editorial boards of several international journals. As a former primary teacher and schools inspector, his research interests seek to bridge the worlds of theory and practice particularly in school leadership and Continuing Professional Development. His most recent book is *The Future of Educational Change: International Perspectives* (Routledge, 2008).



**Dr Tim London** is a Teaching Fellow in the School of Education at Queen's University Belfast working in postgraduate courses in educational leadership. He started his career as a primary school teacher in Las Vegas, Nevada. He then went on to teach in Egypt and Saipan before helping to design and administer a new high school in Saipan. He has also worked for the American Federation of Teachers as well as a non-profit foundation providing educational opportunities for underprivileged families. Before coming to Northern Ireland, Dr. London was an assistant professor at Kennesaw State University in Georgia where he worked in the Department of Educational Leadership teaching, and helping to design, Master's level courses for future educational administrators.



**Dr David Armstrong**, an economist specialising in education, training and labour economics, is an Associate Partner in PricewaterhouseCooper's education team. He has led most of the major educational research assignments undertaken by PwC for the UK Department for Children, Schools and Families, including its recently-published school leadership research, the Academies evaluation, a study on e-learning in schools and FE colleges, and work on the links between schools capital investment and pupil performance. He also led PwC's recently published work on the numeracy task force. Dr Armstrong has given evidence to a House of Commons Committee on under-achievement in secondary education, and has acted as an adviser to the Northern Ireland Assembly on issues relating to education, training and industry.



**Ms Catherine Wegwermer** has been Principal of St Joseph's Primary School, Crumlin, Co Antrim for the past nine years. The school is involved in many innovative initiatives including the Enriched Curriculum, Thinking Skills, and Emotional Intelligence. Ms Wegwermer is an associate with the RTU working in Professional Qualification for Headship and other leadership development programmes.



# 2008 SCoTENS conference

## SCHOOL LEADERSHIP

### POLICY AND PRACTICE, NORTH AND SOUTH

She was a member of the North Eastern Education and Library Board for four years during which she was chair of its Children and Young People Committee, and is also a Council for Catholic Maintained Schools (CCMS) assessor. She holds an MSC in Educational Management and is currently completing a MBA in International Management.



**Mr Martin Wallace** has been Principal of Castletroy College in Limerick since it opened in 2000. The school is a large progressive community college which has achieved national prominence in both academic and sporting activities. Mr Wallace has been an associate member of

Leadership Development in Schools since its inception and has served a three year term as President of the Principals and Deputy Principals Association of Vocational Schools and Community Colleges. Before coming to Castletroy College, he was Principal in St. Patrick's Comprehensive, Shannon for four years. He researched the leadership role of the principal and its influence on the culture of the school for his Masters Degree in Education.



**Mr Frank Bunting** has been Northern Secretary of the Irish National Teachers Organisation (INTO) since 1991. He was a secondary school teacher in West Belfast before joining the Irish Congress of Trade Unions (NIC) as its Training and Education Officer in 1976. As INTO Northern

Secretary he coordinates policy matters and negotiations in Northern Ireland; acts as Secretary to the Northern Committee; is Honorary Secretary to the Northern Ireland Teachers' Council (NITC) and is the NITC Teachers Condition of Service spokesperson.



**Mr Clive Byrne** was seconded from his position as Principal of St Mary's College Rathmines in Dublin in February 2008 to become Director of the National Association of Principals and Deputy Principals (NAPD). He began his teaching career in 1978 in Mount Temple

Comprehensive School in Clontarf (where U2 were pupils). In 1994, having completed a Masters in Education specialising in curriculum design, he became Principal of Presentation Brothers College, Glashule, Dun Laoghaire, Co Dublin. In 1997 he joined St Mary's College as Principal. During his time there strong links have been developed between St Mary's and schools in Northern Ireland, France, Germany, Australia and Japan.



**Mr Seán Cottrell** is the Cork-based Director of the Irish Primary Principals Network (IPPN). He served as teaching principal at two schools and as administrative Principal at Glounthaune NS until 2003. He was a founding member of both the Cork Primary Principals' Network

(1995) and the IPPN (1999). Mr Cottrell has worked with the INTO as a facilitator in a number of areas, including part-time facilitation of the Stay Safe Programme. He has also worked with the National Centre for Technology in Education, and has experience of overseas development with VSO and UNHCR in Tajikistan, Bhutan and Djibouti.



**Ms Moira Leydon** is Assistant General Secretary for Education and Research in the Association of Secondary Teachers of Ireland (ASTI). She represents the four mainly Southern teacher unions – ASTI, INTO, Teachers Union of Ireland and Irish Federation of University Teachers – on the

Committee of SCoTENS. Her areas of responsibility in the ASTI include educational and curriculum policy, teacher education, special educational needs, and international educational and education trade union issues. She is a graduate of University College Dublin with a Bachelor of Social Science and a Masters in Equality Studies.



**Ms Fern Turner** is now in her tenth year as Northern Ireland Regional Officer for the National Association of Head Teachers (NAHT). Before that she had worked for nine years in the Regional Training Unit in Belfast, and as ICT coordinator in Ballymoney High School and computer

studies teacher at Ballymena Boys School. She has a great respect for the majority of young people who come through the system, but believes that a very small minority of pupils and parents are effectively spoiling the education experience for the vast majority. She believes it is imperative that action should be taken to ensure that effective procedures are in place to deal with those individuals responsible for upsetting the teaching and learning process in schools.



**Mr Seamus Searson** was appointed Northern Ireland Organiser of the NASUWT (the largest UK-wide teachers union) in 2005, following a period as a NASUWT regional official in London. He had taught in London for 25 years before that, the last 20 of these in comprehensive schools in

Tower Hamlets. He was NASUWT president in 1991 and

# 2008 SCoTENS conference

## SCHOOL LEADERSHIP

### POLICY AND PRACTICE, NORTH AND SOUTH



became national executive member for Inner London in 1998. He holds an MA in the Economics of Education from the Institute of Education, University of London.



**Dr Pauric Travers** is President of St Patrick's College, Drumcondra, in Dublin, one of Ireland's largest colleges of education. A Donegal man by birth, he is a graduate of University College Dublin and the Australian National University. He was founding Director of the Parnell Summer School. He has written, lectured and published widely on aspects of Irish history and education. His latest publication is *The Ivy Leaf: the Parnells Remembered* (UCD Press, 2006). He is vice-chair of the Centre for Cross Border Studies and outgoing co-chair of SCoTENS.

### OECD REPORT ON SCHOOL LEADERSHIP: BACKGROUND NOTE

School leadership has become a priority in education policy agendas across the Organisation for Economic Cooperation and Development (OECD) and its partner countries. It plays a key role in improving school outcomes by influencing the motivations and capacities of teachers, as well as the environment in which they work. At the interface between classrooms, individual schools and the outside world, school leadership is essential to improve the efficiency and equity of schooling.

As countries are seeking to adapt their education systems to the needs of contemporary society, the expectations for schools and school leaders have changed profoundly. The role of school leaders has been evolving in response to shifting expectations for schools and educational policies that stress decentralisation, autonomy and accountability, as well as new understandings of teaching and learning.

Once limited to the functions of bureaucratic administrator or head teacher, school leadership is now increasingly defined by a far larger and more demanding set of roles, including financial and human resource management and leadership for learning. In many countries today, the men and women who run schools are overburdened, underpaid and near retirement. And there are few people lining up for their jobs.

Policy makers need to adapt school leadership policy to new environments by addressing the major challenges that have arisen and intensified over the past decades. As expectations of what school leaders should achieve have changed, the definition and distribution of tasks, as well as the levels of training, support and incentives, need revision. What

leadership roles are most effective in improving student learning? How to allocate and distribute different leadership tasks? How to ensure current and future school leaders develop the right skills for effective leadership? How to revitalise the profession to make it attractive to high-quality candidates? These are questions facing governments around the world.

**Improving School Leadership** is a brand new OECD publication (issued in August 2008), which says that school principals have a vital role to play in modernising entire education systems and outlines how governments can do more to recruit and train the best people to run schools. It is a two volume report drawing on evidence from 19 countries. Drawing on comparative analysis and case studies, Volume 1, **Policy and Practice**, identifies four ways in which governments can develop and train new generations of school leaders:

1. Redefine school leadership responsibilities, focusing on roles that can improve school results.
2. Distribute school leadership, by engaging and recognising broader participation in leadership teams.
3. Develop skills for effective school leadership over different stages of practice.
4. Make school leadership an attractive profession by ensuring appropriate wages and career prospects.

Volume 2, **Case Studies on System Leadership**, reviews innovative practices in Australia, Austria, Belgium (Flanders), Finland and England in order to illustrate what some countries are actually doing to encourage school leaders to contribute to system transformation – so that every school is a good school. *Authors: Deborah Nusche, Beatriz Pont, Hunter Moorman, David Hopkins*

### SCOTENS COMMITTEE (2007-2008)

Dr Pauric Travers and Dr Tom Hesketh (joint chairs), Dr Margaret Reynolds, Dr Anne Heaslett, Dr Teresa O'Doherty, Dr Anne Taheny, Professor John Coolahan, Dr Roger Austin, Professor Sheelagh Drudy, Professor Tony Gallagher, Dr Tom Geary, Mr Eddie McArdle, Ms Moira Leydon, Ms Áine Lawlor, Dr Kathy Hall, Mr Andy Pollak.

### SPONSORS

#### MAJOR FUNDERS

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# SCHOOL LEADERSHIP

POLICY AND PRACTICE, NORTH AND SOUTH



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## CONTACTS

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