



# केन्द्रीय माध्यमिक शिक्षा बोर्ड

( शिक्षा मंत्रालय, भारत सरकार के अधीन एक स्वायत्त संगठन )

## CENTRAL BOARD OF SECONDARY EDUCATION

(An Autonomous Organisation under the Ministry of Education, Govt. of India)

CBSE/ Dir.(Training & Skill Edu.)/ 2021

Date: August 05, 2021

Circular No. Acad-63/2021

To,  
All Heads of the Institutions affiliated to CBSE

**Subject: Online Training on Pedagogical Leadership for Principals by the CBSE, Centre of Excellence.**

In continuation of Circular No. Acad-11/2021; dated 03.02.2021 related to launch of handbook on 'Pedagogical Leadership', which is a collaborative effort between CBSE and National Institute for Educational Planning and Administration. This handbook endeavors to prepare a school leader to traverse the path from being just an administrator to a self-aware individual who understands acts and reflects on the processes for evolving as a Pedagogical Leader. Consequent upon this all Centre of excellence, CBSE will organise 5 days Training on Pedagogical Leadership for Principals in their respective jurisdiction.

Participation guidelines for this training:

- Registration will be done through CBSE Centre of Excellence.
- No training fee will be charged.
- Duration of training :5 days in two phases
  - Phase-I :3 Days training programme  
Two to three months of practice period
  - Phase-II :2 Days training programme
- Training will be organised through virtual mode.
- Training shall be given by the Principals who have completed their 5 days Prospective Resource Person Programme conducted by CBSE and NIEPA.
- Certificate will be issued through CBSE training portal on completion of entire course.

Detailed CoE wise training schedule may be seen at Annexure-A and session wise details at Annexure-B

Participation in this training is mandatory for all the Principals of CBSE affiliated schools. Therefore, all the Principals are requested to join this training programme. In case of any clarification and batch details please contact the concerned Centre of Excellence.

*Biswajit Saha*

Dr. Biswajit Saha

(Director, Training & Skill Edu)



'शिक्षा सदन', 17, राऊज़ एवेन्यू, इंस्टीट्यूशनल एरिया, नई दिल्ली-110002  
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### Annexure - A

**Schedule of Capacity Building Programme on Pedagogical Leadership for Principal in schools affiliated to CBSE.**

**Centre of Excellence: Ajmer**

Batch Number	Dates of Phasel	Dates of Phasel
1	19.08.2021 to 21.08.2021	22.11.2021 to 23.11.2021
2	26.08.2021 to 28.08.2021	24.11.2021 to 25.11.2021
3	06.09.2021 to 08.09.2021	26.11.2021 to 27.11.2021
4	09.09.2021 to 11.09.2021	29.11.2021 to 30.11.2021
5	13.09.2021 to 15.09.2021	01.12.2021 to 02.12.2021
6	16.09.2021 to 18.09.2021	03.12.2021 to 04.12.2021
7	22.09.2021 to 24.09.2021	06.12.2021 to 07.12.2021
8	27.09.2021 to 29.09.2021	08.12.2021 to 09.12.2021
9	04.10.2021 to 06.10.2021	10.12.2021 to 11.12.2021
10	07.10.2021 to 09.10.2021	13.12.2021 to 14.12.2021
11	11.10.2021 to 13.10.2021	15.12.2021 to 16.12.2021
12	21.10.2021 to 23.10.2021	17.12.2021 to 18.12.2021
13	26.10.2021 to 28.10.2021	20.12.2021 to 21.12.2021
14	01.11.2021 to 03.11.2021	22.12.2021 to 23.12.2021
15	04.11.2021 to 06.11.2021	27.12.2021 to 28.12.2021
16	08.11.2021 to 10.11.2021	03.01.2022 to 04.01.2022
17	11.11.2021 to 13.11.2021	05.01.2022 to 06.01.2022
18	15.11.2021 to 17.11.2021	07.01.2022 to 08.01.2022



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### Centre of Excellence: Bhopal

Batch Number	Dates of Phasel	Dates of Phasell
1	16.08.2021 to 18.08.2021	18.11.2021 & 22.11.2021
2	20.08.2021 & 23.08.2021 to 24.08.2021	23.11.2021 to 24.11.2021
3	25.08.2021 to 27.08.2021	25.11.2021 to 26.11.2021
4	31.08.2021 to 02.09.2021	29.11.2021 to 30.11.2021
5	03.09.2021 & 06.09.2021 to 07.09.2021	01.12.2021 to 02.12.2021
6	08.09.2021 to 10.09.2021	03.12.2021 & 06.12.2021
7	13.09.2021 to 15.09.2021	07.12.2021 to 08.12.2021
8	16.09.2021, 17.09.2021 & 20.09.2021	09.12.2021 to 10.12.2021
9	21.09.2021 to 23.09.2021	13.12.2021 to 14.12.2021
10	24.09.2021 & 27.09.2021 to 28.09.2021	15.12.2021 to 16.12.2021
11	29.09.2021 to 01.10.2021	17.12.2021 & 20.12.2021
12	04.10.2021 to 06.10.2021	21.12.2021 to 22.12.2021
13	07.10.2021 to 08.10.2021 & 11.10.2021	23.12.2021 to 24.12.2021
14	12.10.2021 to 14.10.2021	27.12.2021 to 28.12.2021
15	18.10.2021 & 20.10.2021 to 21.10.2021	29.12.2021 to 30.12.2021



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## CENTRAL BOARD OF SECONDARY EDUCATION

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Centre of Excellence: Bhubaneswar

Batch Number	Dates of Phasel	Dates of Phasell
1	16.08.2021 to 18.08.2021	25.11.2021 to 26.11.2021
2	16.08.2021 to 18.08.2021	25.11.2021 to 26.11.2021
3	24.08.2021 to 26.08.2021	29.11.2021 to 30.11.2021
4	24.08.2021 to 26.08.2021	29.11.2021 to 30.11.2021
5	01.09.2021 to 03.09.2021	07.12.2021 to 08.12.2021
6	01.09.2021 to 03.09.2021	07.12.2021 to 08.12.2021
7	06.09.2021 to 08.09.2021	09.12.2021 to 10.12.2021
8	06.09.2021 to 08.09.2021	09.12.2021 to 10.12.2021
9	13.09.2021 to 15.09.2021	16.12.2021 to 17.12.2021
10	13.09.2021 to 15.09.2021	16.12.2021 to 17.12.2021
11	16.09.2021 to 18.09.2021	21.12.2021 to 22.12.2021
12	16.09.2021 to 18.09.2021	21.12.2021 to 22.12.2021
13	20.09.2021 to 22.09.2021	27.12.2021 to 28.12.2021
14	20.09.2021 to 22.09.2021	27.12.2021 to 28.12.2021
15	23.09.2021 to 25.09.2021	29.12.2021 to 30.12.2021
16	28.09.2021 to 30.09.2021	04.01.2022 to 05.01.2022



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Centre of Excellence: Bengaluru

Batch Number	Dates of Phasel	Dates of PhaselI
1	09.08.2021 to 11.08.2021	12.11.2021 to 13.11.2021
2	12.08.2021 to 14.08.2021	15.11.2021 to 16.11.2021
3	16.08.2021 to 18.08.2021	19.11.2021 to 20.11.2021
4	19.08.2021 to 21.08.2021	22.11.2021 to 23.11.2021
5	23.08.2021 to 25.08.2021	26.11.2021 to 27.11.2021
6	26.08.2021 to 28.08.2021	29.11.2021 to 30.11.2021
7	30.08.2021 to 01.09.2021	02.12.2021 to 03.12.2021
8	02.09.2021 to 04.09.2021	06.12.2021 to 07.12.2021
9	06.09.2021 to 08.09.2021	09.12.2021 to 10.12.2021
10	13.09.2021 to 15.09.2021	16.12.2021 to 17.12.2021
11	16.09.2021 to 18.09.2021	20.12.2021 to 21.12.2021



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### Centre of Excellence: Chandigarh

Batch Number	Dates of Phasel	Dates of PhaselI
1	09.08.2021 to 11.08.2021	01.11.2021 to 02.11.2021
2	12.08.2021 to 14.08.2021	01.11.2021 to 02.11.2021
3	16.08.2021 to 18.08.2021	04.11.2021 to 05.11.2021
4	23.08.2021 to 25.08.2021	04.11.2021 to 05.11.2021
5	26.08.2021 to 28.08.2021	09.11.2021 to 10.11.2021
6	01.09.2021 to 03.09.2021	09.11.2021 to 10.11.2021
7	06.09.2021 to 08.09.2021	16.11.2021 to 17.11.2021
8	06.09.2021 to 08.09.2021	16.11.2021 to 17.11.2021
9	13.09.2021 to 15.09.2021	23.11.2021 to 24.11.2021
10	13.09.2021 to 15.09.2021	23.11.2021 to 24.11.2021
11	20.09.2021 to 22.09.2021	01.12.2021 to 02.12.2021
12	20.09.2021 to 22.09.2021	01.12.2021 to 02.12.2021
13	27.09.2021 to 29.09.2021	07.12.2021 to 08.12.2021
14	27.09.2021 to 29.09.2021	07.12.2021 to 08.12.2021
15	04.10.2021 to 06.10.2021	14.12.2021 to 15.12.2021
16	04.10.2021 to 06.10.2021	14.12.2021 to 15.12.2021
17	11.10.2021 to 13.10.2021	21.12.2021 to 22.12.2021
18	11.10.2021 to 13.10.2021	21.12.2021 to 22.12.2021
19	27.10.2021 to 29.10.2021	28.12.2021 to 29.12.2021
20	27.10.2021 to 29.10.2021	28.12.2021 to 29.12.2021



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Centre of Excellence: Chennai

Batch Number	Dates of Phasel	Dates of PhaselI
1	09.08.2021 to 11.08.2021	12.11.2021 to 13.11.2021
2	12.08.2021 to 14.08.2021	15.11.2021 to 16.11.2021
3	16.08.2021 to 18.08.2021	19.11.2021 to 20.11.2021
4	19.08.2021 to 21.08.2021	22.11.2021 to 23.11.2021
5	23.08.2021 to 25.08.2021	26.11.2021 to 27.11.2021
6	26.08.2021 to 28.08.2021	29.11.2021 to 30.11.2021
7	30.08.2021 to 01.09.2021	02.12.2021 to 03.12.2021
8	02.09.2021 to 04.09.2021	06.12.2021 to 07.12.2021
9	02.09.2021 to 04.09.2021	06.12.2021 to 07.12.2021
10	06.09.2021 to 08.09.2021	09.12.2021 to 10.12.2021
11	06.09.2021 to 08.09.2021	09.12.2021 to 10.12.2021
12	13.09.2021 to 15.09.2021	16.12.2021 to 17.12.2021
13	13.09.2021 to 15.09.2021	16.12.2021 to 17.12.2021
14	16.09.2021 to 18.09.2021	20.12.2021 to 21.12.2021
15	16.09.2021 to 18.09.2021	20.12.2021 to 21.12.2021
16	20.09.2021 to 22.09.2021	22.12.2021 to 23.12.2021
17	20.09.2021 to 22.09.2021	22.12.2021 to 23.12.2021
18	23.09.2021 to 25.09.2021	27.12.2021 to 28.12.2021
19	23.09.2021 to 25.09.2021	27.12.2021 to 28.12.2021
20	27.09.2021 to 29.09.2021	30.12.2021 to 31.12.2021



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Centre of Excellence: Delhi East

Batch Number	Dates of Phasel I	Dates of Phasel II
1	09.08.2021 to 11.08.2021	01.11.2021 to 02.11.2021
2	12.08.2021 to 14.08.2021	08.11.2021 to 09.11.2021
3	16.08.2021 to 18.08.2021	11.11.2021 to 12.11.2021
4	23.08.2021 to 25.08.2021	15.11.2021 to 16.11.2021
5	26.08.2021 to 28.08.2021	22.11.2021 to 23.11.2021
6	01.09.2021 to 03.09.2021	25.11.2021 to 26.11.2021
7	06.09.2021 to 08.09.2021	01.12.2021 to 02.12.2021
8	09.09.2021 to 11.09.2021	06.12.2021 to 07.12.2021
9	13.09.2021 to 15.09.2021	13.12.2021 to 14.12.2021
10	20.09.2021 to 22.09.2021	16.12.2021 to 17.12.2021
11	23.09.2021 to 25.09.2021	21.12.2021 to 22.12.2021
12	27.09.2021 to 29.09.2021	27.12.2021 to 28.12.2021
13	04.10.2021 to 06.10.2021	04.01.2022 to 05.01.2022
14	20.10.2021 to 22.10.2021	10.01.2022 to 11.01.2022

Batch details of Principals of foreign shall be communicated separately by the Training HQ



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Centre of Excellence: Delhi West

Batch Number	Dates of Phasel	Dates of Phasell
1	01.09.2021 to 03.09.2021	01.12.2021 to 02.12.2021
2	06.09.2021 to 08.09.2021	03.12.2021 to 04.12.2021
3	09.09.2021 to 11.09.2021	06.12.2021 to 07.12.2021
4	13.09.2021 to 15.09.2021	08.12.2021 to 09.12.2021
5	16.09.2021 to 18.09.2021	10.12.2021 to 11.12.2021
6	20.09.2021 to 22.09.2021	13.12.2021 to 14.12.2021
7	23.09.2021 to 25.09.2021	15.12.2021 to 16.12.2021
8	27.09.2021 to 29.09.2021	17.12.2021 to 18.12.2021
9	04.10.2021 to 06.10.2021	20.12.2021 to 21.12.2021
10	07.10.2021 to 09.10.2021	22.12.2021 to 23.12.2021
11	11.10.2021 to 13.10.2021	28.12.2021 to 29.12.2021



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Centre of Excellence: Dehradun

Batch Number	Dates of Phasel	Dates of PhaselI
1	16.08.2021 to 18.08.2021	18.11.2021 & 22.11.2021
2	20.08.2021 to 24.08.2021	23.11.2021 to 24.11.2021
3	25.08.2021 to 27.08.2021	25.11.2021 to 26.11.2021
4	31.08.2021 to 02.09.2021	29.11.2021 to 30.11.2021
5	03.09.2021 to 07.09.2021	01.12.2021 to 02.12.2021
6	08.09.2021 to 10.09.2021	03.12.2021 & 06.12.2021
7	13.09.2021 to 15.09.2021	07.12.2021 to 08.12.2021
8	16.09.2021 to 20.09.2021	09.12.2021 to 10.12.2021
9	21.09.2021 to 23.09.2021	13.12.2021 to 14.12.2021
10	24.09.2021 to 28.09.2021	15.12.2021 to 16.12.2021
11	29.09.2021 to 01.10.2021	17.12.2021 & 20.12.2021
12	04.10.2021 to 06.10.2021	21.12.2021 to 22.12.2021



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Centre of Excellence: Guwahati

BATCH NO	Dates of Phasel	Dates of Phasel
1.	25.08.2021 TO 27.08.2021	01.12.2021 & 02.12.2021
2.	01.09.2021 TO 03.09.2021	06.12.2021 & 07.12.2021
3.	01.09.2021 TO 03.09.2021	09.12.2021 & 10.12.2021
4.	06.09.2021 TO 08.09.2021	13.12.2021 & 14.12.2021
5.	08.09.2021 TO 10.09.2021	16.12.2021 & 17.12.2021
6.	13.09.2021 TO 15.09.2021	20.12.2021 & 21.12.2021
7.	15.09.2021 TO 17.09.2021	22.12.2021 & 23.12.2021
8.	20.09.2021 TO 22.09.2021	10.01.2022 & 11.01.2022
9.	28.09.2021 to 30.09.2021	17.01.2022 & 18.01.2022
10.	28.09.2021 to 30.09.2021	20.01.2022 & 21.01.2022



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### Centre of Excellence: Noida

Batch Number	Dates of Phasel	Dates of Phasel
1	12.08.2021 to 14.12.2021	11.11.2021 to 12.11.2021
2	19.08.2021 to 21.08.2021	22.11.2021 to 23.11.2021
3	26.08.2021 to 28.08.2021	25.11.2021 to 26.11.2021
4	02.09.2021 to 04.09.2021	02.12.2021 to 03.12.2021
5	09.09.2021 to 11.09.2021	09.12.2021 to 10.12.2021
6	16.09.2021 to 18.09.2021	16.12.2021 to 17.12.2021
7	23.09.2021 to 25.09.2021	23.12.2021 to 24.12.2021
8	29.09.2021 to 01.10.2021	29.12.2021 to 30.12.2021
9	07.10.2021 to 09.10.2021	06.01.2022 to 07.01.2022
10	11.10.2021 to 13.10.2021	11.01.2022 to 12.01.2022
11	20.10.2021 to 22.10.2021	20.01.2022 to 21.01.2022
12	25.10.2021 to 27.10.2021	27.01.2022 to 28.01.2022
13	01.11.2021 to 03.11.2021	01.02.2022 to 02.02.2022
14	08.11.2021 to 10.11.2021	08.02.2022 to 09.02.2022
15	15.11.2021 to 17.11.2021	17.02.2022 to 18.02.2022



'शिक्षा सदन', 17, राऊज़ एवेन्यू, इंस्टीट्यूशनल एरिया, नई दिल्ली-110002  
'ShikshaSadan', 17, Rouse Avenue, Institutional Area, New Delhi – 110002





# केन्द्रीय माध्यमिक शिक्षा बोर्ड

( शिक्षा मंत्रालय, भारत सरकार के अधीन एक स्वायत्त संगठन )

## CENTRAL BOARD OF SECONDARY EDUCATION

(An Autonomous Organisation under the Ministry of Education, Govt. of India)

### Centre of Excellence: Panchkula

BatchNumber	Dates of Phasel	Dates of PhaselI
1	09.08.2021 to 11.08.2021	01.11.2021 to 02.11.2021
2	09.08.2021 to 11.08.2021	08.11.2021 to 09.11.2021
3	10.08.2021 to 12.08.2021	09.11.2021 to 10.11.2021
4	10.08.2021 to 12.08.2021	10.11.2021 to 11.11.2021
5	16.08.2021 to 18.08.2021	11.11.2021 to 12.11.2021
6	16.08.2021 to 18.08.2021	15.11.2021 to 16.11.2021
7	23.08.2021 to 25.08.2021	16.11.2021 to 17.11.2021
8	23.08.2021 to 25.08.2021	17.11.2021 to 18.11.2021
9	01.09.2021 to 03.09.2021	22.11.2021 to 23.11.2021
10	01.09.2021 to 03.09.2021	24.11.2021 to 25.11.2021
11	06.09.2021 to 08.09.2021	25.11.2021 to 26.11.2021
12	06.09.2021 to 08.09.2021	29.11.2021 to 30.11.2021
13	13.09.2021 to 15.09.2021	01.12.2021 to 02.12.2021
14	13.09.2021 to 15.09.2021	02.12.2021 to 03.12.2021
15	20.09.2021 to 22.09.2021	06.12.2021 to 07.12.2021
16	20.09.2021 to 22.09.2021	08.12.2021 to 09.12.2021
17	27.09.2021 to 29.09.2021	09.12.2021 to 10.12.2021
18	27.09.2021 to 29.09.2021	13.12.2021 to 14.12.2021
19	04.10.2021 to 06.10.2021	15.12.2021 to 16.12.2021
20	04.10.2021 to 06.10.2021	20.12.2021 to 21.12.2021
21	11.10.2021 to 13.10.2021	22.12.2021 to 23.12.2021
22	11.10.2021 to 13.10.2021	27.12.2021 to 28.12.2021
23	25.10.2021 to 27.10.2021	29.12.2021 to 30.12.2021
24	25.10.2021 to 27.10.2021	30.12.2021 to 31.12.2021



‘शिक्षा सदन’, 17, राऊज़ एवेन्यू, इंस्टीट्यूशनल एरिया, नई दिल्ली-110002  
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# केन्द्रीय माध्यमिक शिक्षा बोर्ड

( शिक्षा मंत्रालय, भारत सरकार के अधीन एक स्वायत्त संगठन )

## CENTRAL BOARD OF SECONDARY EDUCATION

(An Autonomous Organisation under the Ministry of Education, Govt. of India)

Centre of Excellence: Patna

Batch Number	Dates of Phasel	Dates of PhaselI
1	01.09.2021 to 03.09.2021	15.11.2021 to 16.11.2021
2	06.09.2021 to 08.09.2021	17.11.2021 to 18.11.2021
3	09.09.2021 to 11.09.2021	22.11.2021 to 23.11.2021
4	13.09.2021 to 15.09.2021	25.11.2021 to 26.11.2021
5	16.09.2021 to 18.09.2021	29.11.2021 to 30.11.2021
6	20.09.2021 to 22.09.2021	02.12.2021 to 03.12.2021
7	23.09.2021 to 25.09.2021	06.12.2021 to 07.12.2021
8	27.09.2021 to 29.09.2021	09.12.2021 to 10.12.2021
9	04.10.2021 to 06.10.2021	13.12.2021 to 14.12.2021
10	07.10.2021 to 09.10.2021	15.12.2021 to 16.12.2021
11	11.10.2021 to 13.10.2021	17.12.2021 to 18.12.2021
12	21.10.2021 to 23.10.2021	20.12.2021 to 21.12.2021
13	25.10.2021 to 27.10.2021	22.12.2021 to 23.12.2021
14	28.10.2021 to 30.10.2021	27.12.2021 to 28.12.2021
15	01.11.2021 to 03.11.2021	29.12.2021 to 30.12.2021



'शिक्षा सदन', 17, राऊज़ एवेन्यू, इंस्टीट्यूशनल एरिया, नई दिल्ली-110002  
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# केन्द्रीय माध्यमिक शिक्षा बोर्ड

( शिक्षा मंत्रालय, भारत सरकार के अधीन एक स्वायत्त संगठन )

## CENTRAL BOARD OF SECONDARY EDUCATION

(An Autonomous Organisation under the Ministry of Education, Govt. of India)

### Centre of Excellence: Prayagraj

Batch Number	Dates of Phasel	Dates of Phasel
1	01.09.2021 to 03.09.2021	02.12.2021 to 03.12.2021
2	01.09.2021 to 03.09.2021	02.12.2021 to 03.12.2021
3	01.09.2021 to 03.09.2021	02.12.2021 to 03.12.2021
4	08.09.2021 to 10.09.2021	06.12.2021 to 07.12.2021
5	08.09.2021 to 10.09.2021	06.12.2021 to 07.12.2021
6	08.09.2021 to 10.09.2021	06.12.2021 to 07.12.2021
7	15.09.2021 to 17.09.2021	09.12.2021 to 10.12.2021
8	15.09.2021 to 17.09.2021	09.12.2021 to 10.12.2021
9	15.09.2021 to 17.09.2021	09.12.2021 to 10.12.2021
10	22.09.2021 to 24.09.2021	14.12.2021 to 15.12.2021
11	22.09.2021 to 24.09.2021	14.12.2021 to 15.12.2021
12	22.09.2021 to 24.09.2021	14.12.2021 to 15.12.2021
13	28.09.2021 to 30.09.2021	20.12.2021 to 21.12.2021
14	28.09.2021 to 30.09.2021	20.12.2021 to 21.12.2021
15	28.09.2021 to 30.09.2021	20.12.2021 to 21.12.2021
16	05.10.2021 to 07.10.2020	27.12.2021 to 28.12.2021
17	05.10.2021 to 07.10.2020	27.12.2021 to 28.12.2021
18	05.10.2021 to 07.10.2020	27.12.2021 to 28.12.2021
19	12.10.2021 to 14.10.2021	30.12.2021 to 31.12.2021
20	12.10.2021 to 14.10.2021	30.12.2021 to 31.12.2021
21	12.10.2021 to 14.10.2021	30.12.2021 to 31.12.2021



‘शिक्षा सदन’, 17, राऊज़ एवेन्यू, इंस्टीट्यूशनल एरिया, नई दिल्ली-110002  
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# केन्द्रीय माध्यमिक शिक्षा बोर्ड

( शिक्षा मंत्रालय, भारत सरकार के अधीन एक स्वायत्त संगठन )

## CENTRAL BOARD OF SECONDARY EDUCATION

(An Autonomous Organisation under the Ministry of Education, Govt. of India)

### Centre of Excellence: Pune

Batch Number	Dates of Phasel	Dates of PhaselI	Remarks
1	23.08.2021 to 25.08.2021	22.11.2021 to 23.11.2021	
2	24.08.2021 to 26.08.2021	23.11.2021 to 24.11.2021	
3	25.08.2021 to 27.08.2021	24.11.2021 to 25.11.2021	
4	30.08.2021 to 01.09.2021	25.11.2021 to 26.11.2021	
5	31.08.2021 to 02.09.2021	29.11.2021 to 30.11.2021	
6	01.09.2021 to 03.09.2021	30.11.2021 to 01.12.2021	
7	06.09.2021 to 08.09.2021	01.12.2021 to 02.12.2021	
8	07.09.2021 to 09.09.2021	02.12.2021 to 03.12.2021	
9	08.09.2021 to 10.09.2021	06.12.2021 to 07.12.2021	
10	13.09.2021 to 15.09.2021	07.12.2021 to 08.12.2021	
11	14.09.2021 to 16.09.2021	08.12.2021 to 09.12.2021	
12	15.09.2021 to 17.09.2021	09.12.2021 to 10.12.2021	
13	20.09.2021 to 22.09.2021	13.12.2021 to 14.12.2021	
14	21.09.2021 to 23.09.2021	14.12.2021 to 15.12.2021	These are the buffer slots which may be used to cover the cancelled or postponed sessions.
15	22.09.2021 to 24.09.2021	15.12.2021 to 16.12.2021	
16	27.09.2021 to 29.09.2021	16.12.2021 to 17.12.2021	



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# केन्द्रीय माध्यमिक शिक्षा बोर्ड

( शिक्षा मंत्रालय, भारत सरकार के अधीन एक स्वायत्त संगठन )

## CENTRAL BOARD OF SECONDARY EDUCATION

(An Autonomous Organisation under the Ministry of Education, Govt. of India)

### Centre of Excellence: Thiruvananthapuram

Batch Number	Dates of Phasel	Dates of Phasel
1	01.09.2021 to 03.09.2021	01.12.2021 to 02.12.2021
2	06.09.2021 to 08.09.2021	03.12.2021 to 04.12.2021
3	09.09.2021 to 11.09.2021	06.12.2021 to 07.12.2021
4	13.09.2021 to 15.09.2021	08.12.2021 to 09.12.2021
5	16.09.2021 to 18.09.2021	10.12.2021 to 11.12.2021
6	20.09.2021 to 22.09.2021	13.12.2021 to 14.12.2021
7	23.09.2021 to 25.09.2021	15.12.2021 to 16.12.2021
8	27.09.2021 to 29.09.2021	17.12.2021 to 18.12.2021
9	04.10.2021 to 06.10.2021	20.12.2021 to 21.12.2021
10	07.10.2021 to 09.10.2021	22.12.2021 to 23.12.2021
11	11.10.2021 to 13.10.2021	28.12.2021 to 29.12.2021
12	20.10.2021 to 22.10.2021	30.12.2021 to 31.12.2021
13	20.10.2021 to 22.10.2021	30.12.2021 to 31.12.2021
14	25.10.2021 to 27.10.2021	03.01.2022 to 04.01.2022
15	25.10.2021 to 27.10.2021	03.01.2022 to 04.01.2022



‘शिक्षा सदन’, 17, राऊज़ एवेन्यू, इंस्टीट्यूशनल एरिया, नई दिल्ली-110002  
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# केन्द्रीय माध्यमिक शिक्षा बोर्ड

( शिक्षा मंत्रालय, भारत सरकार के अधीन एक स्वायत्त संगठन )

## CENTRAL BOARD OF SECONDARY EDUCATION

(An Autonomous Organisation under the Ministry of Education, Govt. of India)

**Copy to the respective Heads of Directorates, Organizations and Institutions as indicated below with a request to disseminate the information to all the schools under their jurisdiction:**

1. The Commissioner, Kendriya Vidyalaya Sangathan, 18, Institutional Area, Shaheed Jeet Singh Marg, Delhi - 110016.
2. The Commissioner, Navodaya Vidyalaya Samiti, B-15, Sector-62, Institutional Area, Noida - 201309.
3. The Director of Education, Directorate of Education, Govt. of NCT of Delhi, Old Secretariat, Delhi - 110054
4. The Director of Public Instructions (Schools), Union Territory Secretariat, Sector 9, Chandigarh - 160017
5. The Director of Education, Govt. of Sikkim, Gangtok, Sikkim - 737101
6. The Director of School Education, Govt. of Arunachal Pradesh, Itanagar - 791 111
7. The Director of Education, Govt. of Andaman & Nicobar Islands, Port Blair - 744101
8. The Director, Central Tibetan School Administration, ESSESS Plaza, Community Centre, Sector 3, Rohini.
9. The Additional Director General of Army Education, A – Wing, Sena Bhawan, DHQ, PO, New Delhi - 110001
10. The Secretary AWES, Integrated Headquarters of MoD (Army), FDRC Building No. 202, Shankar Vihar (Near APS), Delhi Cantt - 110010
11. DS to Chairman, CBSE - for kind information of the Chairman, CBSE
12. All the Heads of Department of the Board.
13. All the Regional Directors/Regional Officers/Head-COEs, CBSE with the request to send this circular to all the Heads of the affiliated schools of the Board in their respective regions for compliance.
14. Head (Media & Public Relations), CBSE
15. Assistant Secretary (IT), CBSE, Rouse Avenue with the request to upload this notification on the CBSE Academic website.
16. Incharge, Hindi Cell, CBSE HQ –for Hindi Translation of this notification.

**Director (Skill Education and Training)**



‘शिक्षा सदन’, 17, राऊज़ एवेन्यू, इंस्टीट्यूशनल एरिया, नई दिल्ली-110002  
‘ShikshaSadan’, 17, Rouse Avenue, Institutional Area, New Delhi – 110002



**Capacity Building on Pedagogical Leadership for Principals working in schools affiliated to CBSE**

**Phase 1 & Phase 2 - Tentative Programme Schedule**

**Participants must download the Handbook on Pedagogical Leadership from CBSE website and read it before attending the CBP**

Sl.No	DAY	Session	Duration	Themes	Sub topics	Names of the Resource Persons
		<b>Inaugural session</b>	<b>10.00 - 10.30 AM</b>		Head CoEs & RPs	
Day 1	Pre-Lunch Session	Session 1: Concept of School Leadership	10.30 AM - 1.30 PM	Meaning of School Leadership, Effect of School leadership on student learning.	1. Importance of school leadership. 2. Core function of school leadership. 3. Leading processes. 4. Leadership as a learning curve & Leadership for learning. 5. Effects of school leadership on student learning.	
		Session 2: Pedagogical Leadership Framework - An overview		Introduction to Pedagogical leadership Framework	Layers, descriptors, actionables	
<b>Window for studying the Handbook on Pedagogical Leadership and Lunch break 1.30 - 2.30 PM</b>						
Day 1	Post Lunch Session	A detailed exposition to descriptors of Layer 1	2.30 - 4.30 PM	<b>Descriptor 1:</b> Creating a vision for the school	All actionables related to Institutional vision	RPs will include these while conducting their respective sessions
				<b>Descriptor 2:</b> Building a shared vision	All actionables related to Shared vision	
				<b>Descriptor 3:</b> Developing SMART Goals	All actionables related to Developing SMART goals	
				<b>Descriptor 4:</b> Developing a Personal vision as a leader	All actionables related to personal vision of a leader	
		A brief description on the modalities of reflection and presentation; Groups formation	What is reflection & how to reflect? Thrust areas for reflection			
				Take home assignments based on the topics covered for the day. Pre session exercises to be given for the sessions to be conducted next day.	Descriptor 1,2,3 and 4 of layer 1.	

Day 2	Pre-Lunch Session	Reflection on Day 1 Activities	10.15-10.30 AM	Accuracy, brevity, clarity as indicators to be used to reflect	All descriptors of layer 1	
		Layer 1: Descriptor 5	10.30 AM - 1.30 PM	Descriptor 5: Aligning personal beliefs to education system's values	All actionable-s related to aligning personal beliefs, school leadership values with education system's values.	
		Layer 1 consolidation setting a direction for school improvement		Consolidation and aligning of vision, goals and values for the school and significance of school leadership in it.	All descriptors of Layers 1 and linking it to school leadership concept & home Assignment on Layer 1: Personal development Plan (to put down initial thoughts)	
		Layer 3: Assuring student learning (conduct a panel discussion)		Different aspects of student learning mentioned in the handbook. Panel Discussion	Attainments and progress across all school subjects; Acquiring 21 century learning skills; Personal, social and Emotional Development; Strengthening moral and ethical reasoning to gain internal consistency and intellectual conviction	
<b>Window for studying the Handbook on Pedagogical Leadership and Lunch break = 1.30 - 2.30 PM</b>						
Day 2	Post Lunch Session	An overview of Layer 2 on practicing Pedagogical leadership	2.30- 4.30 PM	A bird's eye view of Layer 2	All 6 descriptors explained briefly and importance of layer 2	
		A detailed exposition to Layer 2: Practicing Pedagogical leadership		<b>Descriptor 1:</b> Engaging in Teacher Professional development	All actionable-s related to Engaging in Teacher Professional Development	
				Descriptor 2: Initiating innovations in schools	All actionable-s related to Initiating innovations in schools.	
				Descriptor 3: Leading Teaching-Learning Process	All actionable-s related to leading teaching-learning process	
				Take home assignments based on the topics covered for the day. Pre session exercises to be given for the sessions to be conducted next day.	Descriptor 5 of Layer 1 and Descriptor 1, 2 & 3 of Layer 2.	
		Reflection on Day 2 Activities	10.15-10.30 AM	Accuracy, brevity, clarity as indicators to be used to reflect	3 descriptors of Layer 2 covered on Day 2	

Day 3	Pre-Lunch Session	A detailed exposition to Layer 2: Practicing Pedagogical leadership	10.30 AM - 1.30 PM	<b>Descriptor 4:</b> Developing a Learning Culture	All actionable-s related to Developing a Learning Culture	
		A detailed exposition to Layer 2: Practicing Pedagogical leadership		<b>Descriptor 5:</b> Building an inclusive culture	All actionable-s related to Building an inclusive culture	
				Descriptor 6: Becoming and Being Self-aware leader	All actionable-s related to Becoming and being Self-Aware Leader	
<b>Window for studying the Handbook on Pedagogical Leadership and Lunch break = 1.30 - 2.30 PM</b>						
Day 3	Post Lunch Session	Developing Annual Pedagogical Plan (APP) as given in Part III of Pedagogical Leadership Handbook.	2.30 - 4.30 PM	Introduction to Annual Pedagogical Plan & description of Step 1 to 5.	Taking any one actionable from the Descriptor 1: Engaging in Teachers Professional Development APP will be explained in detail using all the steps given in Part III of Pedagogical Leadership Handbook. 2. Similarly, any one actionable for Descriptor 2 on Innovation will be taken up and the process will be	
				Annexure 1- Rating scale for assessing the current status for practicing Pedagogical Leadership. (page no 78 of Handbook)	Where are we now as a school? Rate yourself on a 5-point rating scale for each of the actionable-s under every descriptor of Layer 2 of the Framework for Pedagogical Leadership for Leading Learning. - Participants will be asked to complete this exercise	
		Developing Annual Pedagogical Plan (APP) as given in Part 3		Preparatory exercise to develop Annual Pedagogical Plan	Home assignments: Participants will be asked to complete this exercise considering any one sub actionable within the actionable chosen for any one of descriptor	
<b>SELF PRACTICE &amp; COMPLETION OF ASSIGNMENTS BY PARTICIPANTS - 3 MONTHS. All CoE Heads must engage in an interactive manner with their respective principals and guide them in Prepration of Annual Pedagogical Plan.</b>						
Phase II Day 1	Pre Lunch Session	Discussion on APP	10.30 AM - 1.30 PM	Discussion on Annual Pedagogical Plan using Descriptors 1, 2 & 3 of Layer 2		
		Discussion on APP		Discussion on Annual Pedagogical Plan using Descriptors 4 & 5 of Layer 2		
<b>Window for studying the Handbook on Pedagogical Leadership and Lunch break = 1.30 - 2.30 PM</b>						

	Post Lunch Session	Creating Annual Pedagogical Plan	2.30 - 4.00 PM	Free flow of discussions on doubts raised while creating and implementing the Annual Pedagogical Plan	
Phase II Day 2	Pre Lunch Session	Creating Annual Pedagogical Plan (Continued from day-1)	10.30 AM -1.30 PM	Free flow of discussions on doubts raised while creating and implementing the Annual Pedagogical Plan	
<b>Window for studying the Handbook on Pedagogical Leadership and Lunch break = 1.30 - 2.30 PM</b>					
	Post Lunch Session	Presentation of Annual Pedagogical Plan & Valedictory Session	2.30 - 4.30 PM	Presentation of Annual Pedagogical Plan by the groups. Remarks by the chair/panel	Presentation of the entire Annual Pedagogical Plan created during phase 1 & 2 of the workshop comprising of all descriptors by the groups.
				Closure address, vote of thanks	
<p>Note: Participants will be divided into 10 groups. Each group will have to develop the Annual Pedagogical Plan by discussing and working together in online mode after phase-1 of the workshop completed and present the same during phase-2. Active discussions and deliberations from CoE Heads with principals of their respective regions will facilitate this process.</p>					
<p><b>The last session of the 5 days' programme will witness the presentation by each group, which is the critical output of the Capacity Building Programme. All CoE Heads must engage in an interactive manner with their respective principals and guide them in Preparation of Annual Pedagogical Plan.</b></p>					