



CBSE/Training & Skill Edu./2019

Dated: 24.12.2019

Subject: List of Participants for Training & Mentoring of Principals and Vice-Principals in collaboration with IIM-Amritsar, Indore and Bodh Gaya.

With reference to the notification no 113 dated 05th December, 2019, on the subject cited above, The list of participants for the said programme at venues mentioned is annexed herewith along with the programme details.

Dates	Venue
January, 15-18,2020	IIM-Amritsar-Punjab Institute of Technology Building, P.O Chheharta, G.T Road AMRITSAR-143105 (Punjab)
January, 15-19,2020	IIM-Indore,-Prabandh Shikhar, Rau-Pithampur Road, INDORE-453556 (M.P)
January, 20-24,2020	IIM- Bodh Gaya-DDE Building, Magadh University campus,BODHGAYA-824234 (Bihar)

Note:

1. The selected participants should transfer the requisite programme fee directly to the IIM opted by them as venue.
2. The programme fee includes 4/5 days accommodation, complete meal packages, usage of all amenities at IIMs and training material.
3. The details of the programmes at the mentioned IIMs are available at annexure.
4. All nominations are subject to review and approval by the programme faculty. A formal invitation letter will be sent to all the participants. Participants are request to make their travel plan accordingly.
5. For any further query/information, please contact;
 - a. IIM-Amritsar- Dr. Vartika Dutta, Assistant Professor (OB & HR), at vartika.dutta@iimamritsar.ac.in , Contact no. 8554013559.
 - b. IIM-Indore - Mr. Ankit Gupta, Coordinator, at mdp@iimidr.ac.in , Contact no. 07312439758.
 - c. IIM-Bodh Gaya- Ms. Priyanka, Admin In-charge, at aop@iimbg.ac.in , Contact no. 7033104408.

Biswajit Saha
Dr. Biswajit Saha

Director (Training & Skill Edu.)



LIST OF PRINCIPALS AND VICE- PRINCIPALS FOR TRAINING AND MENTORING FOR IIM-AMRITSAR

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केन्द्रीय माध्यमिक शिक्षा बोर्ड
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Dr. Biswajit Saha
Director (Training & Skill Edu.)



**Proposal for organising & conducting
Leadership Development Programme
on
School Leadership and Mentoring of Principals and Vice-Principals of School Affiliated to CBSE**

Proposal submitted to
Central Board of Secondary Examination
New Delhi

Submitted by

Indian Institute of Management Bodh Gaya
Magadh University Campus, Bodh Gaya
E-mail: director@iimbg.ac.in; website: www.iimbg.ac.in

Leadership Development Programme
on
School Leadership and Mentoring of Principals and Vice-Principals of School Affiliated to CBSE

Objectives:

India over the years has really earned its reputation of being centre of high quality knowledge workers. The everchanging Socio-economic environment has placed huge expectations on the education sector especially the Primary , Secondary and Senior Secondary sectors. To meet the multiple expectations and demands of growth, social equality, skill up gradation and employment, the education sector has to gear itself up to the onerous task of delivering. The school education sector has more responsibility of ensuring quality and consistency of the output that will enter the university / higher education system.

School Principals in particular carries the onus of responsibility to ensure that the deliverable is met. Capacity building in the school education system therefore must start with the leaders of the units: the school principals.

The objective of this Leadership Development Program (LDP) will thus be to:

- i. Prepare the Principals and Vice-Principals with the qualities of an academic administrator who can deliver (focus being on the implementation)
- ii. Sensitizing them to the vision of the state social policy and their role in implementing them with responsibilities to all stakeholders, internal and external
- iii. Equipping the participants with the tools to achieve quality in administration, assess quality in teaching and above all to develop their personal role as quality leaders in their own sphere.

Programme Need & Coverage Assessment Workshop

The entire LDP will be divided into five broad themes, one theme being dealt with every day. The pedagogy adopted will be a participative, workshop oriented approach using standard tools like video films, group discussions, video recordings etc.

Leadership Training:

The topics and the broad themes to be covered will be as follows:

1. Institutional Leadership:

This theme would focus on assessing the current economic environment and the challenges posed to the school education system both in terms of knowledge, technology and changing age mix of the catchment population. Focus will be to look at using motivation as a tool for creating organizational excellence and using school education as a tool for community mobilization.

2. Quality in Education:

This theme will cover the skills sets requirement for school principals, time management, technology and conflict resolution between the different stake holders.

3. Personal Effectiveness/ Role Modelling:

This theme will start with understanding self through a tested instrument MBTI and exposure to the basics of transactional analysis. Communication is a key factor in the leadership development, and therefore emphasis will be given on communication skills, understanding and improving. We intend to use video recording techniques to demonstrate at the individual level the different aspects of communication.

4. Managing Schools effectively:

The principal as a leader is also required to be a good manager. The programme would focus on managing a school as an organization, setting of mission and vision, and translating them into objectives and goals. The session would emphasise the role of leadership in establishing culture, facilitating institutional planning to achieve targets and setting up of an appropriate MIS to facilitate decision making.

5. Leadership and Change Management:

As mentioned above, the current environment is very turbulent. The role of the principal as a change master becomes all the more important. It is, therefore, important to understand the leadership requirements, planning for growth, using technology and benchmarking education with the best practices in the industry.

There will be group activities planned in the evening 6:00pm to 9:00pm, to fully leverage the residential status of the program.

Each day after the sessions participants will taking different projects based on the days learning and their background, interest and requirement of the school for the benefit of the secondary education in the State.

The indicative topics for the project work which they may work for includes themes like :

1. Developing an effective MIS system in my school
2. How to have Outcome based Education in my classrooms.
3. How to make Learning more Participant Centred and Interactive.
4. How to include different Pedagogy and tools to improve learning
5. What is my schools vision and plan for 2024
6. How I plan to assess the quality of teaching in my school and how do I link it to performance appraisal
7. How I plan to mobilize and use the larger community to ensure that the quality of education, both scholastic and extra-mural for the students.

Participants:

The participants will be Principals and Vice-Principal of affiliated schools of CBSE.

Duration:

The LDP will be conducted over 5 days in each batch, Monday to Friday with sessions in the day and project work as a last session over four days in this Residential Program.

Batch Size: Not exceeding 25

Faculty:

The faculty would be from IIM Bodh Gaya.

Program Duration:

The LDP will be conducted on residential basis over five days :

Leadership Training: 5 days intensive training programme will be conducted. Classes will start at 9:30 AM and will continue till 9:00 PM from Monday to Friday followed by Case Preparation and Project Presentation.

Program Fee:

The academic fees for the LDP would be Rs 37,500 per participant for Five days programme. The fee would attract the GST of 12.% and any other taxes, if any as applicable.

Arrangements:

The program will be conducted on a residential basis. IIM Bodh Gaya will make necessary arrangement for Training Centre, good lodging and boarding facility in consultation with CBSE.

All participants are required to stay at venue of the programme and report to the venue on Sunday on or before 7:00 pm. They would be free to leave on Friday after 6:00 pm



Proposal for

Training and Mentoring of Principals and Vice Principals of
Schools affiliated to CBSE

School Leadership for Changing Times
(2019-20)

About Us

Indian Institute of Management (IIM) Amritsar is an institution of National Importance established by Ministry of Human Resource Development, Government of India in 2015. It is the 15th IIM set up by the Ministry of Human Resources Development with the support of the Government of Punjab. After the registration of IIM Amritsar Society on July 27, 2015, the first batch for the class of 2015-17 was enrolled in August 2015. Later, on October 14, 2015, IIM Amritsar Board of Governance and Society was constituted. From December 31, 2017, IIM Amritsar functions as an autonomous Institution established by Indian Institute of Management Act, 2017 (Bill no. 20-C of 2017). First four batches of IIM Amritsar were mentored by IIM Kozhikode, the 5th oldest IIM.

Being located in Amritsar, the land of the Golden Temple and Wagah Border, the institute benefits from the enriching experience offered by this holy city. The Institute is currently operating from the Punjab Institute of Technology Building, five km away from the railway station and 10 km from the airport. The construction of its permanent campus is expected to begin by January 2020.

IIM Amritsar offers a two-year Master of Business Administration (MBA) programme. From the next academic year, Ph.D., Executive MBA, specialized Masters and Post Graduate Certificate programmes will be introduced. These programmes have been designed to provide world-class management education to meet the requirements of organizations across sectors for management professionals. The institute is committed to imparting strong educational foundations and values in thoughts and actions of the future managers. Owing to its indefatigable allegiance to providing exemplary education, IIM Amritsar has established itself as the vanguard of quality education and learning in a short span of time.

The Institute follows the same pedagogy as practiced by the other members of the prestigious IIM fraternity. With the various facilities like state-of-the-art IT-enabled classrooms, a digital library giving access to the most relevant national and international business and management journals, auditorium, student activity room, indoor and outdoor sports facilities, gymnasium, spacious hostel rooms, etc. IIM Amritsar provides a nurturing environment for its students to learn and grow. IIM Amritsar also focuses on creating an entrepreneurial culture, where the students and faculty work together to create best enterprising solutions. To achieve these objectives, IIM Amritsar forges a strong connection with the industry and since its inception, over 100 senior corporate executives from a variety of sectors have interacted with the faculty and students through industry conclaves and CEO speaker series.



Introduction

Schools are a fundamental unit of any society after one's own family. They have an important responsibility to shape and nurture the young impressionable minds for the future. All around the world, schools, which are a part of larger societies, are undergoing tremendous changes. The schools today are reeling under the pressure to match up their pace with the ever-changing demands being thrust upon by the rapid technological changes, agile intergenerational workforce, diverse school population, and greater accountability along with resources constraints. The path ahead looks complex, uncertain and unclear.

School leaders as pedagogical heads are required to manage the teaching-learning process, establish norms for continuous quality improvement and also create a collaborative learning organization. School leaders also play a vital role in defining the cultural DNA of their school. They have to continually shift their focus from reactive to a more proactive strategic response to the future challenges. The move towards decentralized self-managed school systems; outcome-based education, authentic assessment patterns, standardized curriculum and student-learning outcomes constantly act as accountability parameters.

These disparate crosscurrents pose daunting challenges to theoretical and practical interpretation in many fields of education and constitute an essential agenda for educational change. International, social and technological disruptions require a very transformative and rapid response from the educational community. This requires a forum to exchange ideas, best practices and disseminate research findings in the domain of educational leadership and management.

In this training programme the focus will be on the varied issues that the Principals and the teachers grapple with in the day-to-day functioning of their schools. By establishing and interpreting the nature and scope of educational change, the *School Leadership for Changing Times* will make a significant contribution in meeting this challenge.

Focus Areas of the Training

The learning outcomes of the training programmes would explore areas related to-

- New Educational Policy initiatives and Stakeholders
- Pedagogical Leadership with a focus on outcome-based education
- Leading Teachers towards competency-based education
- Data driven decision-making
- Defining and Managing the Cultural DNA of the school
- Leading and Managing Change at the institutional level
- Effectively managing Human Resource Systems and processes
- Branding and positioning of school
- Managing Innovations through effective project planning and financial management

Programme Highlights

IIM Amritsar in conjunction with CBSE will host a 4-day programme for Principals and Vice Principals of the CBSE affiliated schools, 3 times a year January, May and November 2020. The participation is limited no more than 30 participants per session to promote small group interactions and experiential learning.

Day 1

Stakeholders in a Changing Educational Landscape

The focus of this day will primarily be on the various policy imperatives by the Indian Government and the other challenges occurring in the domain of education.

New Educational Policy 2019

Right to Education Act 2009 and its implications

Globalization and its impact on education

Industry 4.0- Big Data, Artificial Intelligence, Machine Learning and Blockchain

Intergenerational workforce- Inclusion and Diversity issues

Digitization and its effect on Learning Styles

Day 2

Pedagogical Leadership with a focus on Outcome-based education

The focus of this day will primarily be on stressing the importance of pedagogical leadership and effectively managing the talent life cycle

Leading Teachers towards competency-based education

Effectively managing Human Resource Systems and processes

Value-based recruitment, recognition, and promotions

Issues related to Teacher development

Effective Curriculum Design and Delivery

Day 3

Defining and Managing the Cultural DNA of the school

The focus of this day will be on helping the participants to understand and define the cultural DNA of their school.

To build a "Head" to "Heart" Strategy for employee happiness and engagement

Approach to Measure and align school goals and happiness goals

Design growth oriented employee engagement initiatives using the Science of Happiness

How to create high engagement zones at workplace

Day 4

Leading and Managing Change at the institutional level

The focus of this day will be on the processes of introducing changes at the systemic level and managing the alignment issues for successful implementation at the institutional level.

Branding and positioning of school

Managing Innovations through effective project planning and financial management

Training Session Plan

Day 1- Stakeholders in a Changing Educational Landscape	
9:00-9:30 AM	Introduction Welcome message by the Director Brief overview of the Programme
9:30-10:45 AM	Policy Imperatives- NEP 2019, RTE and its Implications
10:45-11:00 AM	Tea Break
11:00-12:15 PM	Challenges in the School in a Volatile Environment
12:15-1:15 PM	Lunch Break
1:15-2:30 PM	Technology and its Effect on Schools 4.0
2:30-3:45 PM	Effective Classroom Management-Trends and Challenges
3:45-4:00 PM	Tea Break
4:00-5:00 PM	Reflections, Learnings and Develop Action Plans

Day 2- Pedagogical Leadership with a focus on outcome-based education	
9:30-10:45 AM	Elements of Successful School Leadership
10:45-11:00 AM	Tea Break
11:00-12:15 PM	Outcome-based Education Process Management
12:15-1:30 PM	Talent Management and Competency development
1:30-2:30 PM	Lunch Break
2:30-3:45 PM	Designing curriculum for 21 st Century Skills
3:45-4:00 PM	Tea Break
4:00-5:00 PM	Reflections, Learnings and Develop Action Plans

Day 3- Defining and Managing the Cultural DNA of the school	
9:30-10:45 AM	Cultural DNA for Learning Organizations
10:45-11:00 AM	Tea Break
11:00-12:15 PM	"Head" to "Heart" strategy for Employee Happiness and Engagement
12:15-1:30 PM	Creating and Sustaining Effective Teams
1:30-2:30 PM	Lunch Break
2:30-3:45 PM	Stakeholder Management- Students, Parents, Hubs of Learning (HoL) and Board
3:45-4:00 PM	Tea Break
4:00-5:00 PM	Reflections, Learnings and Develop Action Plans

Day 4-Leading and Managing Change at the institutional Level	
9:30-10:45 AM	Branding and Positioning of your School
10:45-11:00 AM	Tea Break
11:00-12:15 PM	Financial Management and Accountability
12:15-1:30 PM	Effective Project Planning and Implementation
1:30-2:30 PM	Lunch Break
2:30-3:45 PM	Managing Innovations
3:45-4:00 PM	Tea Break
4:00-5:00 PM	Reflections, Learnings and Develop Action Plans
5:00-5:30 PM	Valedictory Session

Expected Participants Profile

Principals of senior secondary schools (with classes up to XII) affiliated to the state, national or international boards. Individuals with background in managing schools or promoters of schools are also welcomed.

Training Method and Pedagogy

The training will be:

- Highly practical, experiential, structured and organized.
- Delivered in an enthusiastic and interesting way that will ensure involvement of all the delegates.
- Whilst being consistent with the plan, the training will be flexible and responsive to the needs of the individual delegate group.

The training method follows this general pattern:

1. Pertinent examples with experience sharing sessions
2. Hands-on Practice sessions
3. Live Role-playing, Group Exercises and Case Studies
4. Action Points, reflections and collaborative learning at the end of each day

Faculty Profile

<http://iimamritsar.ac.in/faculty.php>

Training Costs / Investment

IIM Amritsar in conjunction with CBSE Board will offer this training 4 times in a year preferably in the months of January, May, August and November 2020 from its campus at Amritsar. The participation is limited to no more than 30 participants per session to promote small group interactions and experiential learning.

Venue and Accommodation

The Programme will be conducted at the IIM Amritsar Campus and for boarding and lodging of the participants the arrangements will be made at a nearby hotel.

Programme Fee

The Programme fee for the 4-day training programme “*School Leadership in Changing Times*” is INR 49,000/- (residential) and INR 39,000/- (non-residential) inclusive of 18% GST per person, which includes boarding, lodging in AC rooms, tuition fee, cost of the programme material and to and fro transportation between hotel and campus.

Programme Dates

IIM Amritsar in conjunction with CBSE Board will offer this training 4 times in a year preferably in the months of January, May, August and November 2020 from its campus at Amritsar.

The dates for the training are:-

15th January - 19th January 2020

20th May-23rd May 2020

19th August-22nd August 2020

11th November-14th November 2020

Contact Details

In case of any amendments or changes to be made to this programme, please write to us-
vartika.dutta@iimamritsar.ac.in

Faculty Coordinator for the Programme-

Dr. Vartika Dutta (PhD, IIT Kharagpur)

Assistant Professor (OB & HR)

Indian Institute of Management, Amritsar,

Punjab Institute of Technology Building,

Inside Government Polytechnic Campus,

Polytechnic Road PO: Chheharta, G.T. Road Amritsar - 143105

Mobile Number -8554013559, 0183-2820013



IIM Amritsar striving to *Empower Talent*

IIM Amritsar has been growing by leaps and bounds since its inception in 2015. The progress is possible because of the talented students; the efficient professors and rich industry connect. The remarkable climb up the ladder has been possible because of the constant support from the government and industry and we wish to continue a long flourishing relationship in the future.

Indian Institute of Management Amritsar

Punjab Institute of Technology Building, Inside Government
Polytechnic Campus, Polytechnic Road, Amritsar, Punjab 143105
www.iimamritsar.ac.in





सिद्धिमूलं प्रबन्धनम्
भा. प्र. सं. इन्दौर
IIM INDORE

भारतीय प्रबंध संस्थान इन्दौर

प्रबंध शिखर, राऊ-पीथमपुर रोड, इन्दौर - 453 556 (म. प्र.), भारत

INDIAN INSTITUTE OF MANAGEMENT INDORE

Prabandh Shikhar, Rau-Pithampur Road, Indore - 453 556 (M.P.), India

Prof. (Dr.) Prashant Salwan, *PhD.*
Chairperson, MDP

IIMI/MDP/2019-20
November 13, 2019

To,
Ms Anita Karwal
Chairperson
Central Board of Secondary Education
New Delhi

Kind attention: Dr. Biswajit Saha, Director (Training), CBSE

Sub: Proposal for conducting Leadership Training Programme for Central Board of Secondary Education, New Delhi

Dear Madam,

This is with reference to your letter no. CBSE/Dir(Trg)/2019/17908 dated October 30, 2019 for conducting Leadership Training Programme for Central Board of Secondary Education, New Delhi.

As desired, enclosed herewith please find our proposal for conducting the programme.

Trust the proposal meets your requirements. We would appreciate if you could please confirm the programme and the financials so as to enable us to proceed further.

We look forward to a long term relationship with CBSE, New Delhi

With Best regards

Prashant Salwan

Encl.: Proposal



INDIAN INSTITUTE OF MANAGEMENT INDORE
Prabandh Shikhar, Rau-Pithampur Road, INDORE 453 556 (India)

**PROPOSAL FOR CONDUCTING LEADERSHIP TRAINING PROGRAMMES FOR
CENTRAL BOARD OF SECONDARY EDUCATION, NEW DELHI**

1. **Programme:** Leadership Development Programme
2. **Programme Duration & Dates:** 3 or 5 working days, on mutually convenient dates. Each day would have 5 sessions of 75 minutes each, of which one session will be assigned to the participants for self-preparation/case analysis/group work.
3. **Programme Location:** Indore Campus, IIM Indore
4. **Programme Content:** An indicative coverage for the programme would broadly belong to the learning set as mentioned in your letter no. CBSE/Dir(Trg)/2019/17908 dated October 30, 2019.

However, the content may further be customized by the programme faculty team, on finalization of the programme in consultation with CBSE, New Delhi. The programme design including the faculty, session schedule, level of topics covered and training methodology would broadly map the participants' profile, work experience, learning and managerial capabilities and the most appropriate training output, as assessed by the programme faculty team.

5. **Participant Profile:** Principals and Vice Principals of Schools Affiliated to CBSE
6. **Programme Budget:**

- (i) 3 Day Programme Fee on single occupancy basis: Rs. 8,25,000/- (Rupees eight lac twenty five thousand only). The fee includes course fee, programme design and coordination, course kit, reading material, cases, certificates & folder, group photograph and board & lodging charges.

Board and lodging are on single occupancy AC rooms from noon of the day before the first day to noon of the day after the last day of the programme. While usually, participants of all programmes stay on campus, in case accommodation is not available on campus suitable alternate arrangements will be made outside the campus.

The programme fee, as above, is for a maximum of 25 participants. In case the training happens in more than one batch, each such batch will be charged with the minimum programme fee of Rs. 8,25,000/- incorporating a maximum of 25 participants. For every additional participant over and above 25, the programme fee will be charged extra @ Rs. 33,000/- (Rupees thirty three thousand only) per participant.

- (ii) 5 Day Programme Fee on single occupancy basis: Rs. 11,75,000/- (Rupees eleven lac seventy five thousand only). The fee includes course fee, programme design and coordination, course kit, reading material, cases, certificates & folder, group photograph and board & lodging charges.

Board and lodging are on double occupancy basis, AC rooms from noon of the day before the first day to noon of the day after the last day of the programme. While



usually, participants of all programmes stay on campus, in case accommodation is not available on campus suitable alternate arrangements will be made outside the campus.

The programme fee, as above, is for a maximum of 25 participants. In case the training happens in more than one batch, each such batch will be charged with the minimum programme fee of Rs. 11,75,000/- incorporating a maximum of 25 participants. For every additional participant over and above 25, the programme fee will be charged extra @ Rs. 47,000/- (Rupees forty seven thousand only) per participant.

- (iii) 3 Day Programme Fee on double occupancy basis: Rs. 7,50,000/- (Rupees seven lac fifty thousand only). The fee includes course fee, programme design and coordination, course kit, reading material, cases, certificates & folder, group photograph and board & lodging charges.

Board and lodging are on double occupancy basis, AC rooms from noon of the day before the first day to noon of the day after the last day of the programme. While usually, participants of all programmes stay on campus, in case accommodation is not available on campus suitable alternate arrangements will be made outside the campus.

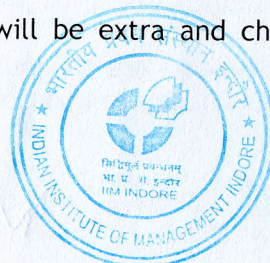
The programme fee, as above, is for a maximum of 25 participants. In case the training happens in more than one batch, each such batch will be charged with the minimum programme fee of Rs. 7,50,000/- incorporating a maximum of 25 participants. For every additional participant over and above 25, the programme fee will be charged extra @ Rs. 30,000/- (Rupees thirty thousand only) per participant.

- (iv) 5 Day Programme Fee on double occupancy basis: Rs. 10,62,500/- (Rupees ten lac sixty two thousand five hundred only). The fee includes course fee, programme design and coordination, course kit, reading material, cases, certificates & folder, group photograph and board & lodging charges.

Board and lodging are on double occupancy basis, AC rooms from noon of the day before the first day to noon of the day after the last day of the programme. While usually, participants of all programmes stay on campus, in case accommodation is not available on campus suitable alternate arrangements will be made outside the campus.

The programme fee, as above, is for a maximum of 25 participants. In case the training happens in more than one batch, each such batch will be charged with the minimum programme fee of Rs. 10,62,500/- incorporating a maximum of 25 participants. For every additional participant over and above 25, the programme fee will be charged extra @ Rs. 42,500/- (Rupees forty two thousand five hundred only) per participant.

- (v) Pickup and drop charges: Pooled Airport/ Railway station pickup and drop charges per batch will be Rs. 37,500/- (@ Rs. 1500/- per participant). However, to avail pickup and drop the complete itinerary of all participants has to be given to IIM Indore at least three working days prior to the commencement date of the programme.
- (vi) Taxes: Taxes (GST) as applicable will be extra and charged on actual basis. The present rate is 18 %.



7. **Payment:**

- (i) Terms of Payment: 60% of the programme fee is payable in advance at least a week before the commencement of the programme, and the balance 40% to be paid within one week of the receipt of our Invoice on completion of the programme.
- (ii) Mode of Payment: All payments to be made through ECS/RTGS/NEFT only.

8. **Certification:**

IIM Indore will provide 'Certificate of Participation' to participants on successful completion of the programme.

9. **Validity:**

This proposal is valid only for the programme(s) happening within the financial year ending March 31, 2020.



XXX

W