

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



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Leadership Development Programme
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Objectives:

The changing economic environment has placed great demands on the education sector. To meet the multiple 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 thru put that will enter the university / higher education system.

In particular, the onus of responsibility will lie with the school principals 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. The programme will be conducted in two phases. Phase I will focus on leadership training whereas Phase II will cover follow up of the programme. Each participant will work towards a project report, which will be submitted 6 months later.

Phase I: 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 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.

Phase II

After the LDP, participants will be allocated different projects based on their background, interest and requirement of the school for the benefit of the secondary education in the State. All the participants will work for 6 months on the project. All the participants will submit their project report and time bound implementation plan, action taken thereof of their schools.

The topics for the project work identified are:

1. Developing an effective MIS system in my school
2. What is my schools vision and plan for 2024
3. How I plan to assess the quality of teaching in my school and how do I link it to performance appraisal
4. 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.

There will be a one day workshop after 6 months where these projects would be presented and discussed.

Participants:

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

Duration:

The LDP will be conducted in two phases, Phase One of 5 days in each batch, Monday to Friday, Residential Program, and Phase two, of one day, six months later. Phase Two will be sharing of their presentations on the projects allocated to them earlier and submitting a written report.

Batch Size: Not exceeding 25

Faculty:

The faculty would be from IIM Jammu.

Program Duration:

The LDP will be conducted on residential basis in two phases:

Phase I:

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. At the end of the Phase I of the programme, each participant will identify one project with individual commitment which they would like to implement at their school.

Phase II:

A Follow up: One day programme which will be conducted after six months. This phase will focus on sharing of their presentations on the projects allocated to them at the end of the Phase I. The participants are required to submit Quarterly Report, Final Report and Action Taken thereof for discussion.

Program Fee:

The academic fees for the LDP would be Rs 37,500 per participant for Phase I and Rs.8,000 per participant for Phase II. 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 Jammu 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

The Phase 2 cohort dates will be determined later (after a gap of 6 months), keeping in mind the convenience of the stakeholders.