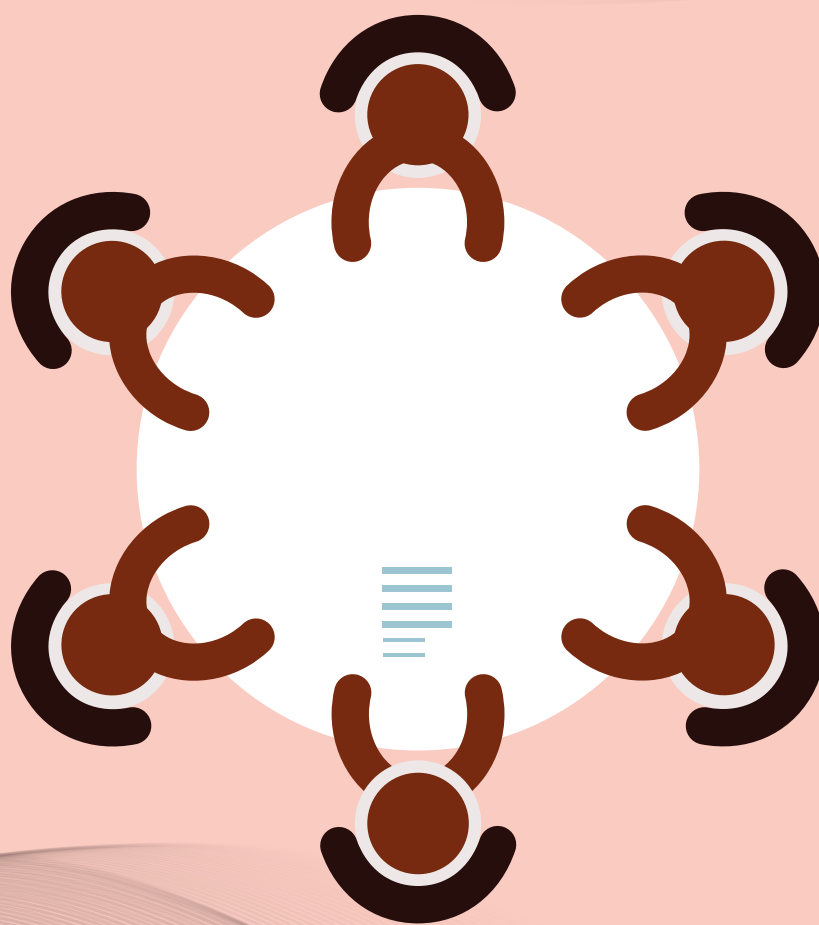


NATIONAL ADVISORY GROUP MEETING

(2020-21)

PROGRAMMES COMPLETED
AND PROPOSED





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PART-1
PROGRAMMES
COMPLETED IN YEAR
2020-21



REPORT OF PROGRAMMES CONDUCTED BY NCSL-NIEPA (YEAR 2020-21)

NCSL-NIEPA, since its establishment in the year 2012, is actively engaged with four core functions: Curriculum and Material Development, Capacity Building, Networking and Institutional Development. The Centre is striving to ensure every school excels and every child learns. The role of School Leadership is well recognized in the policy pronouncement of NEP 2020 and the NCSL has been supporting school principals throughout the country to improve leadership capacities through various capacity building programmes, networking with State level functionaries through well established School leadership Academies (SLAs) and taking up research and development in the area of school leadership. NCSL-NIEPA has continued with this trend of building the capacities of school heads in the year 2020-21. The pandemic has not deterred the NCSL in carrying the school leadership programmes forward. The following is a brief summary of the programmes conducted by NCSL in the year April 2020 to March 2021.

CORE FUNCTION-1: CURRICULUM AND MATERIAL DEVELOPMENT

- A. The **Online Intermediate course on School leadership and Management** is currently being developed by the Faculty at NCSL and is due to be launched by April 2021. Some of the themes included in the Intermediate course are School as a Learning Organisation; Sustainable Leadership, Leadership as Influence: Role of Self; Education for Critical Thinking; Conflict Resolution Skills; School heads-a key driving force for innovations; Creating Spaces for Community Involvement in Schools; Using Data for school Improvement; School Development Plan.
- B. The Centre is in the process of **Translating Online Basic Course in School leadership and Management** in collaboration with the respective State level School Leadership Academies into various regional languages viz., Marathi, Kannada, Telugu, Mizo, Assamese, Bengali and Tamil. The programme in Marathi language is uploaded on NCSL Portal. The work is in progress regarding translation to rest of languages such as Bodo, Bengali, Telugu etc.
- C. **National Initiative For School Heads And Teachers Holistic Development (NISHTHA)**
The capacity building programme for improving quality of education through integrated training of teachers and school heads, called NISHTHA was launched by HRD in the year 2019. NCSL collaborated with NCERT to train school principals and teachers across the country. The NCSL faculty conducted State level trainings of school heads to build the capacities of the 'State Resource Group for School heads' in the area of School leadership development. The focus was on empowering the school heads in the area of Academic Leadership and building knowledge, attitude and skills in the area of Academic Leadership for improving student learning. The total number of State Resource Persons trained by NCSL, NIEPA stands at **4,388** in **2019-2020**. NCSL created and transacted the Module titled '**School Leadership: Concept and Applications**'.

Post March 2020, NCSL engaged with NISHTHA through developing online resources for the integrated capacity building programmes focusing on school heads. These include developing:



- Online Module on ***School Leadership: Concepts and Application for Elementary School Heads and Teachers***: The module was translated in Hindi language. Live interaction on NISHTHA on School leadership: concepts and applications on NCERT Official You tube channel, Kishore Manch, was held, in collaboration with CIET, NCERT.
- This year, NISHTHA programmes are being expanded to cover the capacity building of Secondary level school Principals across the country. To this effect, NCSL developed and finalized the NISHTHA Online Module on ***'School Leadership: Concepts and Application for Secondary school heads*** also.
- D. Handbook on Pedagogical leadership: NCSL-NIEPA in collaboration with CBSE developed ***Pedagogical leadership: A Handbook for Leading Learning in Schools***. The Handbook covers the core concepts and principles of school leadership contextualized for the Indian context. The Handbook was developed as a self learning book to be used by the Principals and as a resource Book for training school principals

CORE FUNCTION 2: CAPACITY BUILDING

NCSL-NIEPA conducted 2 workshops for capacity building of the school heads in School leadership and Development. They are:

- A. ***Online workshop on Leadership for Excellence: Capacity Building Workshop for School Principals of Ekalavya Model Residential School*** was conducted in collaboration with Tribal Welfare Department from September 21-October 1, 2020, with an objective to develop a perspective on School Leadership with special reference to Equity and Excellence for tribal schools and to build the capacity of school principals on leading schools in an effective manner. Forty school principals participated in this programme. Participants from Arunachal Pradesh, Himachal Pradesh, Jharkhand, Manipur, Mizoram, Nagaland, Rajasthan, Sikkim, Tripura, and West Bengal participated in the programme.
- B. ***Online Workshop on 'Leadership Development for Improving Student Learning and Learning Outcomes in Government Schools'*** was organized from December 15-18, 2020, The major objectives were to guide the school principals on developing context specific leadership strategies to improve schools. The programme focused on enabling the school heads to develop a shared vision for their schools, creating a culture of collaboration and inclusive learning, teacher professional development and data based decision-strategies that would lead to improved student learning and learning outcomes. Forty five principals from the states of Arunachal Pradesh, Andhra Pradesh, Bihar, Gujarat, Haryana, Maharashtra, Telangana, Tripura, Uttarakhand, and Manipur participated in the workshop.
- C. NCSL's online programme on school leadership and management (PSLM)
NCSL-NIEPA's online Basic course on School Leadership Development and Management' (PSLM) has been launched online since 2018. A total of 64000 school heads have registered for the Basic course and a total of 4785 school heads have completed the online Basic Course on school leadership.



CORE FUNCTION 3: NETWORKING AND INSTITUTIONAL BUILDING

A. School Leadership Academies (SLAs): The Centre has established School Leadership Academies in 26 states. The SLAs act as extended arms of the Centre and engage with material development on school leadership and capacity building of the school heads. This year, the faculty organized Google meets with the SLAs every 3-4 months to orient them on the action plan for the current year. The action plan include Development of video documentaries showcasing exemplary school leadership, Translation of Basic Course of PSLM into regional languages, documentation of case studies, translation and preparation of context specific leadership modules in regional languages, conducting the One Month Certificate Course on school leadership and Management (induction course), creating official You tube channels dedicated to school leadership development and creating a data base of State Resource Group Members and school heads who have undergone leadership development course in the states. One instalment of 4 lakh/6 lakh has been sent to SLAs to implement the yearly plans.

B. Consultancy with Kendriya Vidyalaya Sangathan (KVS), Navodaya Vidyalaya Samiti (NVS) and Central Board of Secondary Education (CBSE)

Faculty of NCSL has been involved in consultancy and collaborative programmes with KVS, NVS and CBSE, in the preparation of Modules for School Teachers and School heads and for capacity building of school heads. Guidelines and Framework have been developed along thrust areas envisaged by NEP2020 for school leadership. Modules and resources are currently being prepared on themes such as 'Leadership for creating conducive learning environment', 'School Complexes', 'Teacher Autonomy and Teacher Professional Development' etc.

C. Consultancy Services to MoE

The faculty of NCSL has also actively contributed to consultancy services to MoE, through engaging with tasks such as

- Revising the School Safety and Security Guidelines in the light of the New Education Policy and designing tools for multiple stakeholder assessment. The following three tasks accomplished:
- Revising the report in the light of New Education Policy, 2020
- Developing a Chapter on the Implementation of School Safety and Security Guidelines
- Designing tools for multiple stakeholder assessment of school safety and security
- With focus on Improving Mental Health and Wellness formulated by MoE, contributed towards the development of 'Manodarpan' – a website that connects and supports parents, teachers, counselors and students during and post COVID; developed advisory guidelines for students – both in schools and higher education and advisory for teachers and parents

D. Consultancy with States

- Faculty provided consultancy to the state of Sikkim on developing a plan for the establishment of School Complexes in the State of Sikkim (Presented at the 5th State Teacher Educators' Conference on 21st and 22nd January, 2021 attended by the Minister, the Education advisor, the Addl. Secretary, School Education, the Director Elementary Education, director SCERT and other officers from the state along with district officers and DIET principals and Faculty) – the work is in progress.
- Faculty provided support to the STARS (Strengthening Teaching Learning and Results for States Project



CORE FUNCTION 4: RESEARCH AND DEVELOPMENT

NCSL faculty undertook a major research study on Leadership Models in diverse School Contexts in India, under the leadership of Prof. Rashmi Diwan. The main objective of the research proposal was to evolve leadership models that enable leaders, institutional and systemic, to realize the vision they hold for the school and meet aspirations of parents and community in the most difficult circumstances. Research areas were identified and executed by faculty members that focused on school leadership in challenging contexts. Some of the research studies taken up by the faculty include leadership practices in Small Schools; Leadership practices in schools in Flood prone areas (char areas) of Assam; Leadership practices in rural schools etc. These studies were also disseminated in national level conference conducted by NCSL.

Meanwhile, Dr. Kashyapi Awasthi has completed the IUCTE funded project on Leadership in Small Schools: Exploring Key Challenges and Practices. The Project studied the small schools in two districts of Gujarat viz., Kutch and ChhotaUdaipur and explored the leadership needs and challenges of heads in 60 small rural schools to evolve leadership practices and models that work for small single teachers. Personal Interviews, Questionnaires, and personal narratives of the teacher in-charge of headship were used for data collection. The review seminar is being planned on 25th February 2021 the project report submitted to the funding agency and also NIEPA.

Dr Sunita Chugh completed a project sponsored by UNESCO, IIEP Paris on School Management Committee : A Move Towards Open Government in Education in India.

OTHER PROGRAMMES CONDUCTED BY NCSL

a. Online webinars

The faculties were involved in online capacity building and advocacy lectures designed along the thrust areas provided under NEP2020. Few of the themes on which the online webinars for capacity building were conducted by the faculty members include Webinar on 'The Changing World of Educational Leadership Impediments and Prospects amidst Covid-19 Crises' (Prof. Rashmi Diwan) , 'School Complexes in the Context of NEP 2020 : what works in the State of Jammu and Kashmir' (Rashmi Diwan) ; 'School Leadership: Self Development' (Dr. Charu Malik), 'Webinar on School Leadership and Teachers Professional Development' (Dr. Subitha GV), 'Being a Reflective Practitioner: The Art of Academic Leadership', 'Remote Learning and Digital Divide: Addressing Issues of Equity in Instruction', 'New Education Policy: Reflections on Teacher Education', 'Efficient Resourcing and Effective governance through establishment of school complexes' (Dr. Kashyapi Awasthi); School leadership (Dr. N. Mythili).

b. Policy support for implementation of NEP2020

NCSL faculty was part of NIEPA Faculty think tank group that was formed in NIEPA for policy support for implementation of NPE2020. The faculty member participated in key discussions and contributed to policy documents that envisaged road maps for implementation of key areas under NEP2020 that include Universalizing Pre-school Education and Foundational Literacy and Numeracy; Constructing School Complexes for effective resource sharing and local level governance; Teacher Development and Management, Equity and Inclusion in School and Higher Education; Operationalization of National Research Foundation etc.

c. Developing taxonomy on school leadership

NCSL is currently in the process of developing taxonomy on school leadership under the DIKSHA portal. Taxonomy would facilitate module preparation and capacity building programmes by identifying key themes, instructional methods and learning outcomes in the area of school leadership.



PART-II
PROGRAMMES PROPOSED
FOR THE YEAR
2021-22



PROGRAMMES PROPOSED FOR THE YEAR 2021-22

INTRODUCTION

The spectrum of programmes proposed for the year 2021-22, have expanded from regular programmes to new programmes within the broad purview of School leadership and NEP2020 such as Leadership for Diversity, Equity and Inclusion, Leadership and School complexes, Leadership for improving student learning and learning outcomes, Pedagogical leadership, Gender and leadership and Leadership in challenging contexts etc. The micro researches initiated as part of Research and development activities in 2017-18 are taken forward this year envisaging research workshops on Leadership in Char areas of Assam, Leadership in Small schools and Leadership in schools in rural areas. Through these workshops, it is proposed to develop training materials in the form of Handbooks and simultaneously bring out a series of monographs on the particular themes. The common faculty programmes such as Live streaming sessions on School leadership in collaboration with NCERT; capacity building of school heads and teachers through NISHTHA and the yearly National Advisory Group meeting will be an ongoing feature. Request programme such as the capacity building School Principals from Eklavya Model Residential Schools, proposed and funded by the Ministry of Tribal Affairs also finds a place in the proposed list of programmes. Considering the unforeseen Covid 19 pandemic situations and uncertainties, the programmes can be held online while others will be conducted as face-to face programmes. The budgeting of the programmes has been done accordingly.

The following are the programmes proposed by NCSL-NIEPA for the year 2021-22

A. COMMON FACULTY PROGRAMMES

Title of the Programme	Live Streaming in collaboration with CIET-NCERT
1. Introduction	This programme is a Live Streaming on SwayamPrabha Channel #31 of NCERT. NCSL is provided a slot once a week for the entire financial year to give interactive lectures, invite school heads and system level functionaries to share their leadership experiences.
2. Theme	School Leadership
3. Learning Objectives	To develop a national level platform for exchange of ideas and best practices on school leadership
4. Participants/ Target Group	School Heads, System level Functionaries, State level Administrators, Researchers 40 external resource persons = school heads, researchers, administrators



5. Programme Duration, Date and Venue	April 2021-March 2022
6. Programme Coordinator(s)	NCSL Faculty
Budget proposed	Rs. 6,10,000

Title of the Programme	NISHTHA
1. Introduction	National Initiative for School Heads and Teachers Holistic Advancement is the flagship programme of Ministry of Education for capacity building of School Heads and Teachers of School Education (Elementary to Senior Secondary)
2. Learning Objectives	<ol style="list-style-type: none"> 1. Understand and develop a perspective on school leadership and teacher leadership with a focus on multiple roles and responsibilities of a school leader and a teacher. 2. Develop academic leadership for improving student learning and quality improvement in schools. 3. Gain knowledge, skills, and attitudes to lead the school through building a collaborative learning culture conducive for student learning.
3. Participants/ Target Group	<p>42 lakh School Heads and Teachers of Elementary Schools (approx.)</p> <p>10 lakh School Principals and Teachers of Secondary/Senior Secondary Schools (approx.)</p>
4. Programme Duration, Date and Venue	April 2021 – March 2022
5. Programme Coordinator(s)	Dr. Sunita Chugh, Dr. N. Mythili, Dr. Charu Malik
Budget proposed	Rs. 20,00,000

Title of the Programme	Meeting of the National Advisory Group
1. Introduction	Annual Review of NCSL's progress and guidance to next year's AWPB
2. Learning Objectives	To appraise the committee of the progress of the NCSL program and decide the future course of action
3. Participants/ Target Group	Eminent Experts /Educationalists from National and Professional Institutes (8 outstation participants)
5. Programme Duration, Date and Venue	March 2022
6. Programme Coordinator (s)	Dr. Subitha G V
Budget proposed	Rs. 1,91,000



B. PROGRAMMES COORDINATED BY FACULTY MEMBERS

Title of the Programme	Workshop On Leadership For Equity, Diversity And Inclusion In Schools
1. Introduction	The high performing education systems are those that combine quality with equity. Respecting diversity and making inclusive are the principles integral to the concept of equity. India being a democratic country having multiple socio-religious and linguistic population have emphasised on equality, made special provisions for disadvantaged to ensure equity and quality in education..For this the school needs to adopt inclusive education policy whereby all students irrespective of their learning level achieve the requisite learning competencies
2. Learning Objectives	<ul style="list-style-type: none">• To familiarize school heads on the importance of promoting equity and respecting diversity in educational settings• To orient school heads on different ways in which school heads can create conditions for equity in their schools• To identify strategies for embracing, developing, articulating, and modeling the equity vision
3. Participants/ Target Group	30 school heads from 10 states
4. Programme Duration, Date and Venue	4 days, face to face programme January 7-10,2022
5. Budget proposed	Rs. 5,11,000
6. Programme Coordinator(s)	Dr. Sunita Chugh

Title of the Programme	National Consultation Workshop on existing frameworks of School Complexes and studying some of the practices which have been successful and sustained
1. Introduction	The National Education Policy 2020 reiterates the idea of school complexes as a network of schools especially for the remotely located; rural small schools in the marginalized pockets and visualizes the School complex teams to work collaboratively, share and optimize resources; identify, test and refine solutions for schools across the network and seek to improve outcomes for all.School Complexes have existed in the country since 1964-66 across states; some of whom sustained while others could not. CBSE established the Sahodaya Complexes which once again were voluntary network of schools established in 1987 after the 1986 policy re-emphasizing the importance of School Complexes. There are also some informal school networks initiated by the school heads themselves and which have been sustained through their personal commitment and motivation. This workshop intends to bring together leaders from different existing networks and study their practices and processes as also the challenges in sustaining collaborative networks such as school complexes.



2. Learning Objectives	<p>1.To compare and contrast the structure and functioning of different school complexes and its impact on the quality and degree of collaboration in the complexes</p> <p>2. To create a platform for sharing the encouraging practices and processes from each school complex focused on improving school-to-school collaborations.</p> <p>3. To study the challenges faced in initiating and sustaining collaborations.</p>
3. Participants/ Target Group	<p>Officers from selected states that have sustained school complexes, School Principals from some of the Hub/lead Schools as also from some of the participating schools, Officers from CBSE involved in developing the idea of Sahodaya Complexes and Hub Schools and some of the school principals.</p> <p>A Total of 30 participants would be invited. The workshop would be conducted in Face-to-Face mode.</p>
4. Programme Duration, Date and Venue	<p>May 2021 (offline – 5 days workshop) Venue: Room No. 113, NIEPA</p>
5. Budget	Rs.6,40,000
6. Programme Coordinator(s)	Dr. Kashyapi Awasthi

Title of the Programme	National Consultation Workshop for sharing the draft framework on formation and functioning of School Complexes.
1. Introduction	<p>The concept of School Complex that emerged in the Kothari commission mentions about breaking the isolation of schools and developing healthy collaborations that result into improved teacher development, sharing of resources and improved student learning outcomes. The National Education Policy 2020 once again reiterates the idea of school complexes as a network of schools especially for the remotely located; rural small schools in the marginalized pockets and visualizes the School complex teams to work collaboratively, share and optimize resources; identify, test and refine solutions for schools across the network and seek to improve outcomes for all.</p> <p>This workshop intends to seek feedback from administrative officers and practitioners from the field on the draft framework, the feasibility and challenges in its implementation and improvise so as to develop a sustainable model for collaborations.</p>



2. Learning Objectives	<p>To share the draft framework for establishment of school complexes and seek suggestions.</p> <p>To finalize the draft framework and discuss any one state-specific implementation.</p>
3. Participants/ Target Group	<p>Experts in the field, Officers from selected states that have sustained school complexes, School Principals from some of the Hub/lead Schools as also from some of the participating schools, Officers from CBSE involved in developing the idea of Sahodaya Complexes and Hub Schools and some of the school principals.</p> <p>A total of 20 participants would be invited.</p> <p>The workshop would be conducted in Face-to-Face mode.</p> <p>The workshop would be conducted in a staggered manner with small groups of 8-10 resource persons due to pandemic situation</p>
5. Programme Duration, Date and Venue	<p>July 2021 (offline for three days)</p> <p>Venue: Room No. 113, NIEPA</p>
6. Budget Proposed	Rs. 4,40,000
7. Programme Coordinator(s)	Dr. Kashyapi Awasthi

Title of the Programme	Online capacity building workshop on 'Leadership development for improving student learning and learning outcome in Government schools'
1. Introduction	<p>Quality concerns in education across the globe in on the rise. Addressing this concern, the NEP2020 has emphasized that schools should facilitate achievement of higher order thinking skills among children and also ensure that children attain essential competencies. School leadership has emerged as a significant policy lever for improving student learning and learning outcomes. Global level research has provided evidence on the impact of school leadership on school organization, culture and conditions and through this on the quality of teaching and learning and student achievement. True to the research findings, NEP-2020 has envisioned the role of school leaders as key agents who can improve student learning and learning outcomes through facilitating and supporting the creation of meaningful learning opportunities in schools and classrooms. The policy calls for the need to support school heads to enable them to develop the knowledge, attitude and skills required for leading schools and to improve student learning. In this context, an Online Workshop on 'Leadership Development for Improving Student Learning and Learning Outcomes in Government Schools' is proposed.</p>



2. Learning Objectives	a. To enable the school heads to understand leadership roles and functions for improving student learning and learning outcomes b. To enable the school heads to identify school level, institutional level and community level challenges and to devise appropriate strategies for improving student learning c. To create a platform for sharing the best leadership practices of school heads that is focused on improving student learning and learning outcomes.
3. Participants/ Target Group	School heads from primary/Upper primary schools, from 10 states across the country. Total of 50 participants
4. Programme Duration, Date and Venue	August 2021 (online)
5. Budget	Rs 40,000
6. Programme Coordinator(s)	Dr. Subitha GV

Title of the Programme	Pedagogical Leadership for leading learning in Schools for Secondary and Senior Secondary School Principals
1. Introduction	A handbook has been developed on pedagogical Leadership and is being uploaded on several online learning platforms of the government such as CBSE, NIEPA, NISHTHA, and DIKSHA. This book has been developed at NIEPA by Dr. N.Mythili for the purpose. It will be used for conducting the training.
2. Learning Objectives	a) To build capacity of school principals as pedagogical leaders for improving student learning b) To enable school leaders to build a culture of learning for leading learning in the schools
3. Participants/ Target Group	100 participants from 10 states To be conducted in two batches
4. Programme Duration, Date and Venue	7 days , online programme in two batches of 50 participants each June-July 2021
5. Budget Proposed	Rs. 60000/-
6. Programme Coordinator(s)	Dr. N.Mythili, Dr. Sunita Chugh



Title of the Programme	Workshop on Gender and Leadership
1. Introduction	Gender in school leadership is a much discussed area in academia as well as field practitioners and activists. Gender inequality in school leadership positions is a cause of concern especially due to the reason that women are lower represented in many states and UTs in India. Orthodoxy, stereotypes, and intersectionality affect the women to take up leadership positions in education system.
2. Learning Objectives	To encourage women leaders to examine the contexts of their workplace with a focus on gender inequality in leadership, issues of leadership legitimacy and agency of the women leaders.
3. Participants/ Target Group	Women educational leaders
4. Programme Duration, Date and Venue	4 days , NIEPA , September 2021
5. Budget Proposed	Rs. 8,10,000/-
6. Programme Coordinator(s)	Dr. N. Mythili

Title of the Programme	National Conference on School Leadership 2022
1. Introduction	Theme to be finalized
2. Learning Objectives	1.To exchange, share , discuss and disseminate outstanding leadership practices that contributed to school improvement across the States and UTs 2. To share theoretical and evidence based researches on School Leadership
3. Participants/ Target Group	Researchers, School Heads, System level functionaries A Total of 80 participants (60 outstation)
4. Programme Duration, Date and Venue	3 days February 2022
5. Budget Proposed	Rs. 13,15,000
6. Programme Coordinator(s)	Dr. Charu Malik



Title of the Programme	Online Programme on School Leadership and Management for System level functionaries (Basic Level)
1. Introduction	An online programme on Leadership Development of District/Block/Cluster level officials to be uploaded on NCSL portal
2. Learning Objectives	<ol style="list-style-type: none">1. To develop leadership capabilities of system level functionaries (DEO, BEO, BRC, ABRC, CRC) across the country2. To enable system level functionaries in creating a support system for school leaders3. To develop a online professional community among system level functionaries
3. Participants/ Target Group	System level functionaries for developing text and video content (15)Workshop
4. Programme Duration, Date and Venue	February 2021- August 2021
5. Budget Proposed	Rs 2,25,000
6. Programme Coordinator(s)	Dr. Charu Malik

Title of the Programme	Translation and Editing of Online Programme on School Leadership and Management for (1) School Heads (Intermediate level) (2) System level functionaries (Basic Level)
1. Introduction	Translation and Editing of Online programmes developed by NCSL to cater to Hindi speaking states
2. Learning Objectives	<ol style="list-style-type: none">1. To translate and edit two Online Programmes2. To develop video content of both the programmes in Hindi
3. Participants/ Target Group	<ul style="list-style-type: none">• Experts for translation and editing of online (15)• System level functionaries for developing video content in Hindi (10)• School Heads for developing video content in Hindi (10) All three sets of resource persons to be called at different time periods
4. Programme Duration, Date and Venue	August- December 2021
5. Budget Proposed	Rs 6,60,000
6. Programme Coordinator(s)	Dr. Charu Malik



C. REQUEST PROGRAMME

Title of the Programme	Leadership for Equity and Excellence: Capacity Building of School Principals from Eklavya Model Residential Schools(proposed and funded by Ministry of Tribal Affairs)
1. Introduction	<p>A good education is not just a road to opportunity, but it is a prerequisite and an unquestioned entitlement – the right to learn.If education fails to embark the road of equity and advocates its children on this path, the future society would share the same beliefs, attitudes, values and emotions. This entails not only improving the provisions but investing in people, building on stakeholder relationships, creating structures for support and accountability at different levels and improving the overall experiences for the children by developing inclusive school cultures such that they have better models, better value systems to learn from. This would demand investing in the leadership at schools. Given the Indian School System where aspiring or newly appointed heads of schools hardly get any orientation or induction into their new job roles (NCSL, 2015) it becomes extremely challenging to take up the role of a leader for equity and excellence and develop school culture that supports learning for all. Any professional development program that aims at addressing equity and excellence issues in schools would therefore be expected to enable school heads to work with an equity agenda and create inclusive spaces for learning.</p>
2. Learning Objectives	<ul style="list-style-type: none">• To understand the leadership needs and challenges of residential schools in general and those for a particular special focus group like tribal in particular.• To enable school principals to develop a perspective on School Leadership with special reference to Equity and Excellence for tribal schools.• To enable school principals to develop inclusive school cultures while supporting the learning for all.• To build the capacities of Resource Group members on School Leadership Development.
3. Participants/ Target Group	School principals from EMRS
4. Programme Duration, Date and Venue	10 days programme scheduled to be in November, 2021
5. Budget Proposed	Rs. 10,37,500/-
6. Programme Coordinator(s)	Dr. Kashyapi Awasthi



Title of the Programme	Review and Feedback Workshop for school heads trained in Batch-1
1. Introduction	This workshop is a continuation to the previously conducted ten days capacity building program for the school heads in EMRS
2. Learning Objectives	<ol style="list-style-type: none">1. To share success and failures in implementing the transformative agenda in schools.2. To conduct a peer review and in the process motivate the principals' collective towards change and improvement.3. To seek feedback on the initiatives made in overall school improvement.4. To enable school heads to give reflective and non-judgmental feedback leading to development of learning communities
3. Participants/ Target Group	Trained Resource Persons from Batch 1- EMRS
4. Programme Duration, Date and Venue	November, 2021 for 3 days
5. Budget Proposed	Rs. 7,26,600
6. Programme Coordinator(s)	Dr. Kashyapi Awasthi

D. RESEARCH AND DEVELOPMENT

In continuation of the Research proposal on 'Leadership model for diverse school contexts in India', this year faculty of NCSL proposes to conduct workshops on identifying and analysing leadership in schools situated in geographically challenging contexts such as Schools in rural areas, schools in flood prone areas and schools in hilly/border areas. Through the workshops series it is expected to bring out research publications as monographs on the research themes and also develop Resource Books that will fulfil as training resources for the capacity building of the school heads

Title of the Programme	Consultative workshop for developing material for Leadership Development in Small Schools (Hilly and Border area Schools)
1. Introduction	Literature on School leadership largely addresses the average large secondary schools; however the challenges that small schools face in the remote rural parts of the country are hardly addressed. Understanding their leadership needs and challenges and developing context specific material for leadership development for such schools largely characterized by multi-grade teaching is very important for improving quality. This workshop has been designed to identify the challenges faced by school heads in schools located in the small isolated hamlets in the hills and to interrogate the leadership practices and approaches adopted by the school heads in leading these schools. This is going to be a series of small workshops with different states.



2. Learning Objectives	To develop data base on the following themes a. To develop the understanding of the socio-cultural context of small school in rural remote hilly regions of the country b. To study the needs and challenges of school heads in the small school context c. To document the leadership practices and processes adopted by the school heads in leading small schools
3. Participants/ Target Group	School heads (primary/upper primary/secondary) from small schools situated in the difficulty hilly terrains of the north and north-eastern states sharing international borders (total 50)
4. Programme Duration, Date and Venue	November 2021 (online) There will two three days workshop in a series one each for north and north-eastern states
5. Budget Proposed	Rs.40,000
6. Programme Coordinator(s)	Dr. Kashyapi Awasthi

Title of the Programme	Online workshop for Material Development on Context specific Leadership challenges in Char (flood prone) areas of Assam (research based)
1. Introduction	Schools in challenging contexts are those schools that are located in highly remote and inaccessible areas, low socio-economic environments and encountering economic, emotional and social challenges resulting in crisis. Schools located in these contexts require different kind of leadership from those which are located in stable contexts. There is less literature that focuses on school leadership enacted by school heads functioning in challenging contexts. This workshop has been designed to identify the challenges faced by school heads in schools located in the Char areas of Assam and to interrogate the leadership practices and approaches adopted by the school heads in leading these schools.
2. Learning Objectives	To develop data base on the following themes <ul style="list-style-type: none"> • The geographical contexts and socio-cultural contexts of the char areas of Assam States • The char area Contexts and its influence on education and student learning • Challenges faced by the school heads in the char area • Leadership Approaches adopted by the school heads in leading schools in the char area • Alternative approaches to leadership in challenging contexts as enumerated by research literature • Policy suggestions for improving leadership practices of school heads in char areas of Assam
3. Participants/ Target Group	School heads (primary/upper primary/secondary) from schools situated in the char areas of Assam (total 30)
4. Programme Duration, Date and Venue	June 2021 (online)
5. Budget Proposed	Rs.40,000
6. Programme Coordinator(s)	Dr. Subitha GV



Title of the Programme	Online workshop for Material Development on Context specific Leadership challenges in Rural areas of Uttar Pradesh and Maharashtra
1. Introduction	The study is expected to offer multiple insights into the current educational landscape of leadership in diverse contexts, such as schools situated in rural areas, with the prime objective of examining how school leaders have managed to lead their schools in stressful conditions. The study would capture specific leadership practices that can be termed as successful in leading schools in rural areas of Uttarpradesh and Maharashtra
2. Learning Objectives	<ul style="list-style-type: none"> • Challenges faced by the school heads in the rural contexts • Leadership Approaches adopted by the school heads in leading schools in the rural contexts • Policy suggestions for improving leadership practices of school heads in schools in rural areas
3. Participants/ Target Group	
4. Programme Duration, Date and Venue	June 2021 (online)
5. Budget Proposed	Rs.40,000
6. Programme Coordinator(s)	Dr. Charu Malik

E. PROPOSED PUBLICATIONS ON SCHOOL LEADERSHIP

Sl.no	Theme	Authors
1.	Celebrating School Leadership: Leadership Lessons from Schools in India.	Dr. KashyapiAwasthi and Prof Rashmi Diwan
2.	Resource Book on Leadership Equity and Excellence	Dr. Kashyapi Awasthi
3.	Leadership for quality improvement in schools: A case book on School leadership	Dr. Subitha GV and Dr. Sunita Chugh
4.	Resource Book on Leadership in challenging contexts: Char areas of Assam	Dr. Subitha GV

5. Resource Book on Leadership in Rural Areas Dr Charu Malik



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