

**Whole School Development: Synergizing Leadership  
across School Ecosystem**

**National Conference for Celebrating School Leadership  
28th – 30th January, 2024**

**National Centre for School Leadership  
National Institute for Educational Planning and Administration  
17-B, Aurobindo Marg  
New Delhi – 110016**

## **Whole School Development: Synergizing Leadership across School Ecosystem**

### **The Context**

Often when one walks into a school one feels this is a good school. The school maybe in the middle of a bustling habitation or in a remote location, it may be a bigger establishment or just have two rooms and a few basic facilities, perhaps only one or two teachers, children sitting on the floor. But somehow, after a few minutes in the school, you feel that this is a good school. What made you feel that?

Was it the sound of children talking and laughing happily? Was it the concern and care observed in the teacher-student conversation? Was it the spotlessly clean and well decorated students' art work on the walls? Or maybe the fact that you noticed parents unhesitatingly coming in and out of the school and talking to the teachers. Was it because most children could read fluently and do age appropriate tasks? Or that all the children looked neat and tidy, with their hair combed and confident? Or the school had very sound infrastructure, ICT facilities and the teachers were confident and committed.

Or any other reason...something that made you immediately feel that this school is different from the many other schools that you have seen, led or been to. Schools can be good schools for different reasons. Each of us has different ways of looking at schools. Each of us has different things that we value and cherish. Some of these schools; for all you know were not like this, some 2, 3 or 5 years back. What brought this transformation then? Is it with the change of leadership or the governance or increasing healthy collaborations and/or learning methods that the school has undergone a transformational journey? It is time that we celebrate together the schools in government system for all the efforts our teachers and principals take in shaping the underprivileged.

The proposed conference is a part of NCSL, NIEPA's efforts towards *Celebrating School Leadership* (CSL) and recognizing school leaders across the system from school principals to cluster, block and district level officers; all of whom have taken up leadership roles in their own capacities in the classrooms, at school, cluster, block and district level to develop an ecosystem that transforms the quality of teaching-learning

experience for all. The conference therefore invites teachers in leadership roles, head teachers, principals, researchers and administrators, NGOs and scholars from academic institutes to write us about good schools in the government system and about their transformational journey and leadership practices.

Since this year's conference theme focuses on the school ecosystem, we invite case studies about good SMCs and/or SDMCs, School Complex leadership, Community leadership that has supported in transforming the face of school education in the neighbourhood.

### **Objectives**

1. To recognize leadership (at all levels including SMCs) that transformed schools.
2. To document the journey and investigate the process and practices in leadership, the overall organization, teaching-learning, community participation and such other aspects of schools' journey.
3. To draw learning and build a body of knowledge in school leadership studies in India through case studies and narratives.
4. To promote deeper and wider understanding of the functioning of schools in its specific contextual and institutional framework.

### **Who Can Write?**

You are eligible to write:

1. If you have led the school towards transformation as Heads of Schools (HoS) (Primary through Senior Secondary)  
Or  
You could even nominate your peers who you know to have demonstrated transformational leadership
2. If you have supported the school towards transformation as Cluster/School Complex, Block or District Officers or even as members of SMC/ MTA/PTA  
Or  
You could even nominate your peers who you know to have mentored and supported HoS in transformational journey.

3. You could be Independent Researchers/ Academicians/ Practitioners / NGOs and have studied the school's transformational journey over a period.

### **What to write?**

The conference is conceptualized in two sections as follows:

#### **Section I**

Section one is purely practitioner centric and invites expects practitioners (teachers in leadership roles, head teachers, school principals, Cluster, Block and District Officers) to submit a case study with appropriate pictures and /or videos of the school/s that you know or have led towards transformation. A case study submitted for the conference should aim to facilitate the conceptual and behavioral understanding of school leadership, highlight areas of change and lessons on leadership practices therein. It should also promote sensitivity of the readers towards important issues, problems and challenges of school leaders across levels and the initiatives taken to overcome these against all odds.

The Case study may cover one or more of the following facets of School Leadership

- i. *Conceptual issues and processes in school leadership such as:* Schools as learning organization, Vision, mission and School Development planning and implementation; principles of school transformation; Equity, Equality, Gender and Social Inclusion, School Safety and Security, Child rights; Culture, Climate and work ethos in schools.
- ii. *Developing Self and Others:* Planning and arranging for the personal and Professional Development of teams; Team building; Developing Professional Learning Communities within and outside schools; Engagement with the community, parents and other stakeholders in different school development processes
- iii. *Reimagining schools through innovations:* Discovering novel ways to address some of the school related challenges, reorganizing time-tables, classrooms to support student learning, thinking differently to meet the resource crunch and improve quality.
- iv. *Transforming Teaching-learning Processes:* Developing conducive learning environment, Coaching and mentoring, Using active learning pedagogies, Using learning walks/rounds, School Self-Assessment, Review and Improvement.

- v. *Improving school administration:* Using technology for reducing the administrative workload, Resource management, mobilization and appropriate utilization, e-Governance in school, overall school organization
- vi. *Realizing the vision of NEP through School Leadership:* Leadership for improving learning outcomes, leadership for mental health and well-being, Leadership for skills development, leading school complexes, developing an enabling learning environment.

## **Section II**

Section II adds researcher's perspective to school leadership and invites scholars and researchers to write empirical papers through their insight into school leadership and field work in the area and/or authentic research reviews with critical comments and observations on national and international policies on school leadership development. Researchers and scholars in the area are invited to write on one of the following themes:

- i. Transforming Schools: Investing in Succession Planning and Leadership Development
- ii. Transforming Teaching-Learning Processes: Developing Teacher Agency
- iii. Leading Teacher Development: Role of SCERTs and DIETs in Academic Improvement
- iv. Recalibrating School Leadership in the light of NEP, 2020
- v. Improving Schools: Role of Community and School Management Committees in School development
- vi. System Leadership for School Transformation
- vii. Leadership for Inclusion and Equity in Schools
- viii. Nurturing Leadership: Addressing the Mental Health and Well-being of School Leaders
- ix. Leadership for diverse school context

## **Template for Case Study Writing**

To establish common standards and support school heads and documenting their leadership efforts. A template for documenting leadership practices is being shared for ease of assessment, sharing on public forums and drawing leadership lessons.

**Content:** It should consist of a description of School's context describing its socio-economic, cultural, educational and religious dynamics as also highlighting the issues, challenges and problems that underwent transformation. The following information could be provided:

1. School name, location and complete address, phone number, mail id
2. A brief profile of the School which includes total student and teacher strength, classrooms, administrative staff, infrastructure
3. The present scenario; key strengths and weaknesses of the school (Strength Weakness Opportunity Threat Analysis).
4. The description of community - cultural pressures; values, attitudes, needs and expectations; skills, chief occupation.
5. The problem situation – what and why; the challenges and issues;
6. The change initiated, the Plan of Action, Strategy, Outcome,
7. Time taken to bring the change, the processes involved, the failures, the successes, most importantly; the learning
8. The role of school leadership, behavior modeling and example setting by the head of school and other factors relevant to the transformation, other key influential personalities/groups – their feelings/views (expressed in verbatim as quotes)
9. The theory of change – which means the turning points for the school head/leader, the reflections on what worked and why or the '*mantra*' for change.

**Formatting Style:** It should be sent both in hard and soft copies in A4 size pages typed in 1.5 space using size 12 of Times New Roman font and keeping one and half inches margin on each side of the page (hard copies only for languages other than English).

**Presentation:** The write-up could be substantiated with pictures of the events, the pre and post situation of the school, the phenomena of change and videos if any of the school.

This case study will be thoroughly reviewed by a committee formulated by NCSL, NIEPA following which the candidate would be invited for the conference.

**Note:** NCSL would invite university departments, SCERTs and DIETs to visit selected schools from each state and substantiate the information shared in the case study with their personal observations. It should further highlight the teaching learning processes, the

community participation, the overall school organization, the inter-personal relationships in and outside the school, innovations, team work and use of technology for school development. The key purpose of repeating this entire exercise with the help of researchers is to use these case studies for learning, extracting leadership practices from across the country and eventually evolving models and /or theories of leadership that work in Indian Context.

If you are not a practitioner and are submitting case study of the school you visited, please clearly mention your personal details as also the details of the school leader in description. Each case study should be accompanied by the following information: title of the case study; name of the case writer (s); address and telephone(s) of the Case Writer(s) and fax/email where available. The case writer(s) should also state whether the case study has been approved for publication by the concerned organization or whether approval is yet to be taken; and, finally, the signature(s) of the case writer(s).

Recognizing and Documenting outstanding school leadership is going to be an ongoing process for NCSL. However for the sake of participation at the National Conference the **last date for the receipt of the case study is 31st December, 2023**. The case studies could be submitted online to [ncsl.csl@niepa.ac.in](mailto:ncsl.csl@niepa.ac.in) with a cc to [kawasthi@niepa.ac.in](mailto:kawasthi@niepa.ac.in) or a hard copy superscripted with “**Celebrating School Leadership- Recognizing School Leaders – 2023**” and be addressed to Dr. Kashyapi Awasthi, Asst. Professor, National Centre for School Leadership, National Institute of Education Planning and Administration, 17-B Aurobindo Marg, New Delhi – 110016. For any query in this regards you may write at [ncsl.csl@niepa.ac.in](mailto:ncsl.csl@niepa.ac.in) or [kawasthi@niepa.ac.in](mailto:kawasthi@niepa.ac.in)

Last date for submission of a detailed research abstracts (500 words) is **31st December, 2023**. Full length paper should be submitted by 15th of January, 2024.