

**GOVERNMENT OF PUDUCHERRY
DIRECTORATE OF SCHOOL EDUCATION
STATE TRAINING CENTRE**

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**10 DAY TRAINING PROGRAMME ON
SCHOOL LEADERSHIP
DEVELOPMENT IN
COLLABORATION WITH NCSL –
NUEPA FOR HEADS OF
SCHOOLS AND FACULTY OF
DIET & STC**

(FROM 22.05-2017 TO 1.06.2017)

**(Dr. R. GOPAL)
Co-ordinator, SLDP
Lecturer, STC
DSE, Puducherry.**

FOREWORD

A glance at the contents of the report reveal that the Resource Persons had a very clear reflection of their excellence in the key areas of School Leadership Development Programme. They had covered the wide conceptual horizon ranging from key area perspective on School Leadership to Leading Partnerships. The School Heads have been introduced to the basic ideas of Developing Self, Transforming Teaching – Learning Process, Building and Leading Teams and Leading Innovations.

Dr. G.V. Sumitha and Dr. N. Mythili had touched upon almost all the major key areas and some of them expanded in on in depth manner by using clear, simple and lucid languages which was meaningful to the heterogeneous group of participants comprising of Headmaster of Primary Schools to Vice Principals of the Hr. Sec. Schools. It has been given to understand that this workshop has helped to enhance insights of School Heads into Contemporary Problems and issues of Practical Concern to them.

A Head Teacher has to Endeavour to the best of his capacity to transform the School in a systematic manner which I hope has been achieved thro' the deliberations of this programme. I personally feel that a Head Teacher should manage many unmanageable situations with understanding, warmth and empathy. They should be knowledgeable, tactful and flexible and should not be alienated by their Students/ Teachers. I am hopeful that the deliberation of this 10 day SRG workshop would strengthen the leadership capabilities of School Heads.

The Resource Persons from NUEPA, Director, Course Coordinator, the team and the participants deserve commendations.

(Dr. L. KUMAR)
DIRECTOR OF SCHOOL EDUCATION
PUDUCHERRY

**10 DAY TRAINING PROGRAMME ON SCHOOL LEADERSHIP DEVELOPMENT
IN COLLABORATION WITH NCSL – NUEPA FOR HEADS OF SCHOOLS AND
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DAY.1: 22.05.2017

The Programme was inaugurated by Dr. L.Kumar, Director of School Education, Puducherry. He briefed the participants on the Role to be played by the Heads of schools and stated that only an efficient Head can transform a good school into an excellent school and reiterated that Heads of schools should discharge both the Academic and Administrative role effectively. The Director of School Education thanked the NCSL, NUEPA for allotment of the slot to conduct this programme in Puducherry for the benefit of the Heads of schools. The State Project Director of SSA and RMSA, Shri. Mohinder Pal offered felicitations and stated the NCSL is committed to transforming schools and this programme has been designed meticulously and is to be conducted in a systematic manner and this programme would bring changes in the school Heads.

The Officer on Special Duty Thiru V. Vetrivel welcomed the gathering and stated the objectives of the programme. Dr. R.Gopal, Lecturer / Co-ordinator of SLDP compered the inaugural session and proposed the vote of thanks.



The Director of School Education **Dr. L. KUMAR** addressing the Heads of Schools.



The Officer on Special Duty welcoming the August gathering.



Dr. R. Gopal, Coordinator stating the objectives of the SLDP.

The next Session of the day was handled by Dr.G.V.Subitha who stated the role of NCSL. She stated that NCSL is developing leadership capacities for transformation of schools through the school leadership development programme with the following objectives.

- Main Mission to transform schools
- Shift in the way schools are managed and lead
- School Head as the Prime mover go beyond the management role towards leadership role.
- Towards a better students outcomes.

Dr.G.V.Subitha further stated that

- ❖ This programme intends to shift from the usual training programme and will have a 10+2+2+2 design.
- ❖ Will have a Continuous and long term engagement with the school heads.
- ❖ This is not a onetime orientation programme.
- ❖ This would be (10 day +1 day school development Plan and Action Plan).

THERE WOULD BE A SHIFT FROM USUAL TRAINING PROGRAMME IN THE AREAS

OF:-

- ❖ Building Knowledge
- ❖ Changing Attitudes
- ❖ Applying Skills
- ❖ Identifying goals, Planning and operating the plan
- ❖ Experiential Learning

The approach of the leadership programme is

- ❖ Facilitator led face to face sessions, reflective thinking with the help of learning materials.
- ❖ On site mentoring coupled with development and feedback.

THE VISION IS AS FOLLOWS:-

“To develop new generation learners to transform schools so they every child learns and every school excels”

THE OPERATIONAL FRAME WORK OF THE PROGRAMME IS ON:-

- ❖ SRE
- ❖ Leadership Academy
- ❖ School principals.

THE NSCL FRAMEWORK ON:-

SLDP stands on these 4 strands

- ❖ **Strand 1 :-** Curriculum and Material
- ❖ **Strand 2 :-** Capability building of school leaders
- ❖ **Strand 3 :-** Networking and Institutional building
- ❖ **Strand 4 :-** Research and Development

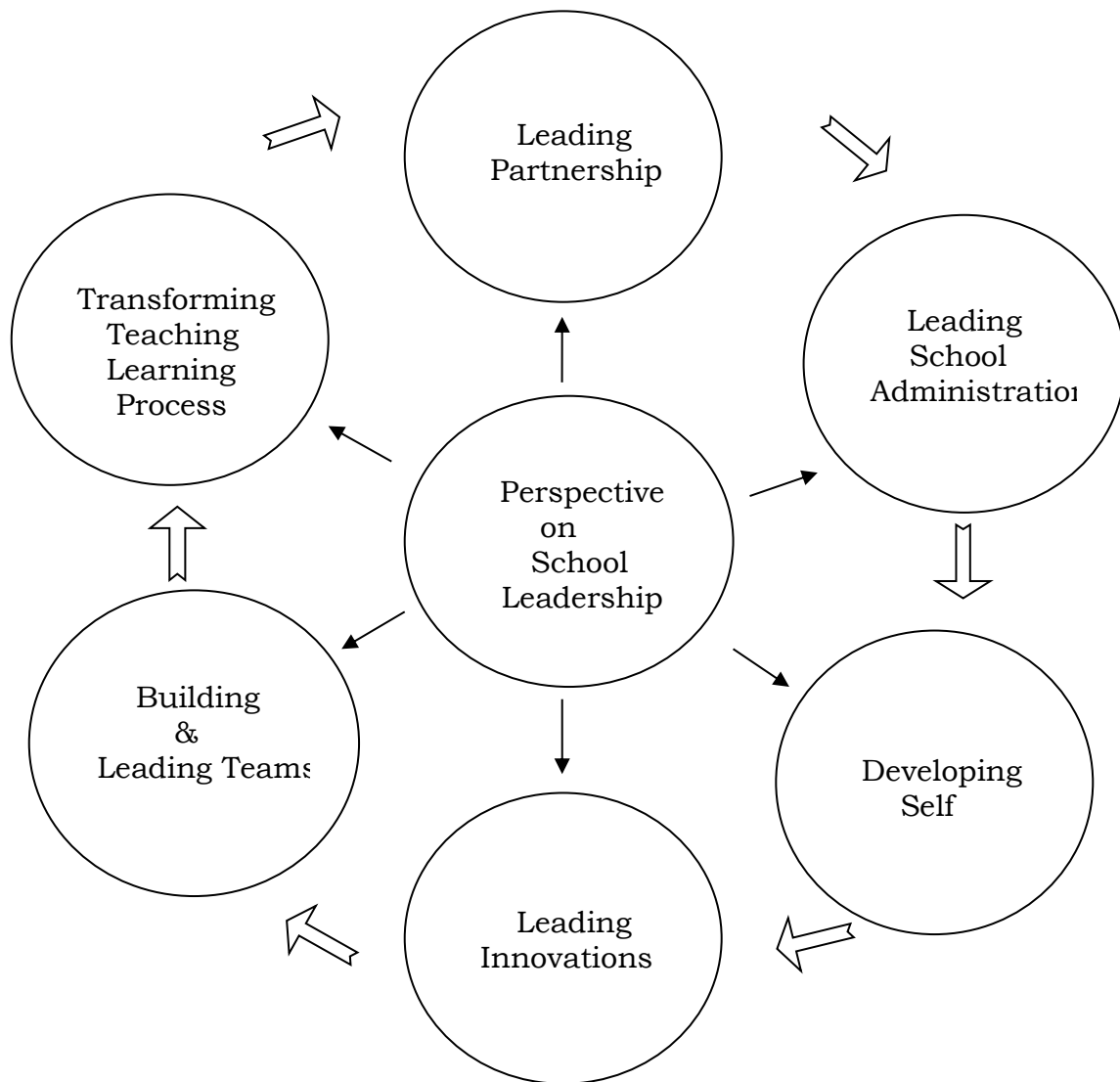


Dr. G.V.Subitha stating the role of NCSL-NUEPA to the participants.

The Second session commenced with the introduction of the key areas of School Leadership Development Programme.

THE SEVEN KEY AREAS:-

The following seven key areas were introduced to the participants and were asked to carry out group activities pertaining to them.



AFTERNOON SESSION:-

The Afternoon session commenced with a group discussion by the six groups of participants followed by group presentations and discussions. All the six groups presented their views on six areas namely Perspective on school leadership, Developing self, Transforming Teaching – Learning process, Building & Leading team, Leading innovations, Leading partnership, Leading school Administration. The first three groups

presented their observations and views on the key areas assigned to them on the first day.

DAY-2: 23.05.2017

The activities of the previous day was summarized by Mrs. A. Ally Vice Principal of Thiruvallur Govt. Hr. Sec. School, Ambagarathur and a brief introduction of the curriculum frame work was done.

In the first session there were presentations by other groups ie., 4,5 and 6



Presentation by the participants.

TEAM PRESENTATION ON BUILDING AND LEADING TEAM BY GROUP 4:-

Participants of the Group 4 explained the topic assigned to them and pointed out the main areas as stated below:-

- Facilitating collaboration and working in teams.
- Promoting team work.
- Being a Team Leader.

TEAM PRESENTATION ON LEADING INNOVATION BY GROUP 5:-

Participants of Group 5 pointed out the innovative ideas based on the topic assigned to them specifically as:-

- Facilitating transformation through Innovative action.
- Innovation is Heart of a learning organisation.
- Building a culture of innovation in the school.
- Rearranging the school through innovation.

TEAM PRESENTATION ON LEADING PARTNERSHIP BY GROUP 6:-

Participants of Group 6 members put forth the important points to be carried for an effective leading partnership in schools as stated below :-

- Facilitating Partnership with parents, community and education functionaries for school transformation.
- On Home school partnership, working with the community working with the systems.

This was followed by reflective questions and the Resource person stated that Leadership is about initiating, leading a team, supporting, creating opportunities, building on strengths and being open minded to new learning.

The role of the Head teachers were analysed and discussed in detail. 21 various duties that are being performed by the school Heads were listed out by the participants. These duties were then grouped as Academic and Administrative.

Various details of the knowledge skills and attitudes needed by the pupils were discussed by Dr. Subitha started the afternoon session with a small motivational game (shaking the heads in opposite direction for yes/ No) and introduced the topic on "School as a learning Organisation. This was followed by a group activity on what one would see, hear, sense and feel while visiting a learning organization.

This was followed by a discussion on

- Personal Mastery
- Mental models
- Creating shared vision
- Systems thinking
- Team learning

Day's session concluded with a short film show.

UNIT - III

- SCHOOL PURPOSE OF EDUCATION:
 - SCIENCE, MATHS CLUB CREATION AND ACTIVITIES.
 - CONDUCTING SCHOOL & CLASS LEVEL EXHIBITION, MATHS OLYMPIAD.
 - BRING CHILDRENS PARLIAMENT/ONE DAY TEACHER
 - TEAM LEADERS FOR VARIOUS SCHOOL COMMITTEES/TEACHERS DAY CONDUCTED BY STUDENTS.
- UNDERSTANDING CHILD-CENTRED PEDAGOGY:
 - FURNISHING WELL EQUIPED LIBRARIES & LAB.
 - MORAL EDUCATION BY REMOVED PERSONALITIES
 - LIFE ORIENTED EDUCATION / FIELD TRIPS, BIRD WATCHING / GARDEN
 - FOOD CORNUVAL, BALANCED DIET / PERSONAL HYGIENE (DOCTOR'S) TALK
 - CELEBRATING FESTIVALS OF INDIA / LOCAL MUSEUM VISIT
 - CREATIVE CONDUCTIVE TEACHING LEARNING CONDITIONS.
- PRINT RICH CLASS ROOMS / INFORMATIVE CLASS ROOM WALLS.
 - SCHOOL MAGAZINE / MANUSCRIPTS.
 - MODEL MAKING EVENTS / CRAFT WORK DAY (MONTHLY)
- ENHANCING THE EFFECTIVENESS OF CLASS ROOM PROCESSES.
 - I.C.T. / 'E' Learning / ON LINE TEACHING / PEER TEACH
 - PARTICIPATING NATIONAL LEVEL SEMINAR. REWARDS TEACHER REPRESENTATION
 - CULTURAL PROGRAMME FOR TEACHERS / TEACHER WELFARE
- DEVELOPING TEACHER AS A PROFESSIONAL
 - PEER TEACHING / PROFILE PREPARATION OF LOCAL PROFFES AND RESOURCES / HERITAGE / Encouraging in Research activities / National / International
- ENRICHING TEACHING LEARNING PROCESS LOOKING B THE CLASS ROOM
 - P.T.A / AWARENESS PROGRAMME FOR PARENTS ON HYGIENE
 - CLEANLINESS THROUGH LOCAL BODIES. HEALTH DEPARTM
 - VISIT TO COTTAGE INDUSTRIES, AGRO BASED INDUSTR
 - STUDENT SELF HELP GROUPS.

1. ZEASELVY 2. A. PALANI 3. M. ARUNAGIRI 4. T. KAVISELVY
5. ELANJIAN 6. C. BASKAR 7. C. RAJAVELU 8.

UNIT - I

Understanding Self

- By introspection the Head of schools are expected to understand self.
 - Who am I? • what am I? • what kind of person am I? • what kind of an I
 - Understanding my role as a HM/HOI • what is the expectation from the employer
 - Do I have a positive outlook, if not, how to develop a positive outlook? what kind of respect do you/I expect from the staff?
- Self in relation to others.
 - To improve Communication skills • effective dialogue / body language / eye visible /
 - Dealing conflicting situation • Handling such situations by playing multiple role
 - Concern in respect of (a) children (b) staff (c) parents / public
- Self in the context of school
 - Any efforts for self development should end up / result in the achievement of the in in towards our goals for self development and institutional goals should be same.
 - Playing multiple roles such as (a) teacher (b) Counsellor (c) Organizer
 - Alignment of attaining professional goals by doing meaningful activities where
- Developing Professional Self
 - Working with students, teachers, parents, and public.
 - School as a place for social learning / adopt to different situations - in
 - Smooth relationship with society, discipline, punctuality, Cleanliness etc goals collectively.

Presented by GROUP 2.

Trini/Trini

- P. Mady
- N. Vejayaragam
- S. Vejayaragam
- H. Kogaluram
- H. Ganapathi
- M. Arumugam

RESPECTIVE ON

- SCHOOL AS A LEARNING ORGANIZATION
 - SCHOOL AS AN OPEN SCHOOL ORGANIZATION.
 - And Learning Development
 - Learning through activities like experiments, Playway method, puzzles, Role playing, Drama etc.
 - Interaction between Teacher and Student
- SCHOOL LEADERSHIP: MULTIPLE ROLES AND IDENTITIES
 - LEADER as a person, who is a Innovative and Creative
 - Executive, lifelong learner, Teacher, enhancing school effectiveness
 - Role model to others
- DEVELOPING A VISION FOR SCHOOL
 - To fulfill all the basic requirements
 - To create awareness impact of education
 - Smooth cooperation to the parents and public
- UNDERSTANDING TRANSFORMATION OF SCHOOL MUST CHANGE OF EQUITY, EQUALITY, AND OPPORTUNITY AND FAIRNESS
 - Involving Parents and Community members of the school to develop moral educators among the students.
- CHILD FIRST
 - Students should feel safe and secure in school
 - Child centred education should be given.
 - Start of the school should be on the child
- TRANSFORMING THE WORK ETHOS:

Teaching and Creative process should be meaningful open to change and innovation, keeping the goal in view and

 - M. KIMAGAL V.P
 - S. R. RADHAKRISHNAN
 - G. RADHAKRISHNAN
 - C. KUMAR DIS-III
 - R. RADHAKRISHNAN
 - G. SOKHALINGAM
 - K.M. SIVAKUMAR
 - A. AGHA

R.M-4 - Building And Leading Teams

- UNIT - 1 BUILDING TEAMS
 - SWOT analysis can be used to assess the strength and capabilities of the team members so that they can be grouped and designated suitably
 - The team leader has to identify every individual's potentiality and also the support between the members, the team and also the type of personality.
 - Creating situations to help individual members for proper and smooth collaboration and co-operation
 - Setting responsibilities as per the ability of the group members.
- UNIT - 2 BUILDING TEAM SPIRIT
 - Collective planning should be done, incorporating ideas of all the
 - Continuous encouragement without any doubt, support
 - None should be isolated, all must be set together.
 - Have staff meetings for constructive progress.
 - Review and feedback should be mandatory after every step.
- UNIT - 3 BEING A TEAM LEADER
 - Providing opportunity vice freedom to gather the work off
 - Ensuring continuous communication among the team members
 - Involving different ideas of all the team members and accepting the best based on that final decision should be
 - The best execution idea should be executed by the team of preparing members of the meeting.
 - Whenever there is a conflict, it is a sole responsibility of team leader to find a solution for a successful implementation

1. R. SELVI 3. AALLY 5. S. PANNIKESAVY 7. UTHAM
2. (N. S. SIVAKUMAR) 6. N. SANKARAN 8. D. AN

DAY – 3: 24.05.2017

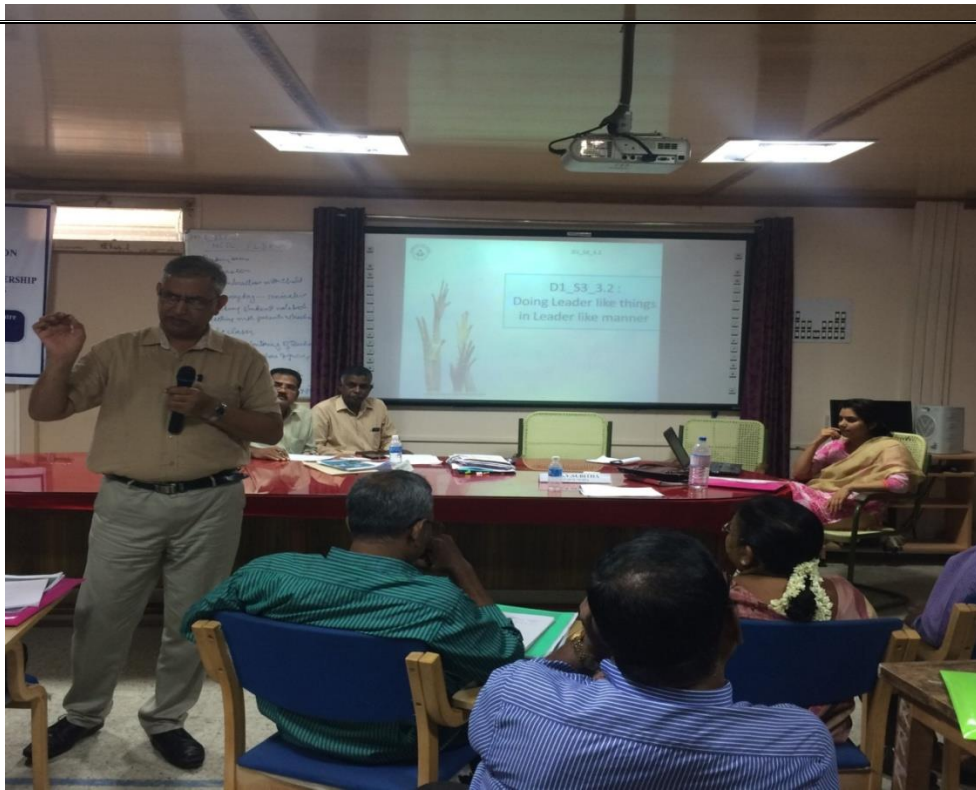
The day started with a crisp report of the previous day by Tmt. Zeaselvy, Deputy Inspector of Schools Zone –I, Puducherry.

The participants were divided into four groups to discuss on the seven key areas about “Leading School Administration”.

- First Group - Understanding School Administration,
- Second Group - School Finance
- Third Group - Effective usage of Physical and Human Resources
- Fourth Group - Usage of Database and Management Information System.

After group discussions the group members presented their points.

The next session was handled by the State Project Director, SSA. He gave valid information about Acts and Provision of various rules pertaining to school education. He reiterated the fact that it is the duty of every head to be aware of all the rules pertaining to schools. The rules and regulations can be downloaded from the Directorate of School Education’s website for future reference.



Shri. Mohinder Pal delivering a session on rules and Acts.

He stated that the school Heads can master the following rules only by constant practice.

- GFR – General Financial Rules.
- FR & SR – Fundamental and Supplementary Rules
- PSER – Pondicherry School Education Rules 1986
- PSEA – Pondicherry School Education Act
- RTE – Right to children for free and compulsory education act 2009
- RTI – Right to information act 2005.
- Protection of child rights, sexual harassment child helpline 1098.

This was followed by a brief session by Thiru Ramakrishnan MIS - Coordinator who spoke on Database and Managing Information Systems. He focused on two points namely, Information is wealth and creating sustaining relevant data and further provided the valid information to all participants.

Dr. G.V.Subitha showed a short inspiring video on success stories. Many of the participants came out with their success stories and shared their experiences.



Dr.G.V.Subitha divided the participants in pairs and asked to write about Me / My friends on their likes, dislikes, strengths, weakness, hobbies and Attitudes.

A handout of Johari window template was given to all the participants. It had topics related to known to self, known to others, unknown to self, & unknown to others and it had four grids like open, blind, hidden and unknown. The participants are asked to fill these grids for better understating and self introspection. A useful activity was also introduced to them for knowing who am I? and what am I?.

During the concluding session the participants were asked to schedule their daily tasks in four grids as mentioned below:-

- Urgent and important
- Urgent not important
- important not urgent
- Neither urgent nor important

The participant noted wrote down the list, prioritizing to their daily tasks. This helped them to know the concept of Time Management. This concluded the third day session.

DAY- 4: 25.05.2017

A brief note about the previous day's programme was presented by Tmt. D. Annarathiran, Lecturer in English, DIET, Lawspet, Puducherry.



Presentation of Previous day's report.

The day started with the lecture given by the Resource person Dr.G.V.Subitha on Personal Development. She also discussed the points relating to current knowledge and how to acquire the knowledge. She discussed the key areas on how to cultivate personal developments, functional skills and also the learning opportunities. This was followed by a discussion and the school Head should learn to set goals for 3 months / 6 months.

A short film by Rabindranath Tagore on "PARROT TRAINING" was showed and the main theme of the film was discussed. A story "Totto – Chan" was also discussed under the Intensive reading.

A detailed analysis was done on purpose of Education in which the following areas were given importance

- Education for Inquiry
- Education for Empowerment of girls
- Education for Developing responsible citizens.
- Education for Critical thinking

The afternoon session started with a motivational programme on "What Machines do?". Then the Participants were divided into two groups and they were asked to demonstrate the topic and were clearly explained about teaching methodology. A clear view about Brain Storming, Peer learning, creation of knowledge, Teacher as a facilitator and life skills were given to the participants.

The spirit of working together was reiterated.

Finally, the participants were divided into five groups and they were asked to report with their lesson plan during the next session.

DAY-5: 26.05.2017

This day started with the report reading of previous days deliberations. This was followed by the group activity. All the five groups presented model lessons prepared by them. The First group presented a topic in Tamil lesson, second in English, third in Maths, fourth in Science and fifth in Social Science. After every presentation the feedback was given by the other groups. The presentation was mainly to analyse the Headmasters approach to the teacher.

There was a detailed discussion on

- Teachers should be focused on one aspect and deliver the content properly.
- The feedback to the teachers should have constructive criticism.
- Time management should be emphasized.
- The reasons for having given the feedback should be given(if negative)
- Learning that has taken place from the activities should be recalled, recapitulated.



Group Lesson Plan on Model Lesson Plans

In the afternoon Dr.Gopal, Lecturer, STC presented a topic on Life skills and explained very clearly on topics like Empathy, Inter personal relationship, Creative thinking, Critical thinking, Coping with stress, Managing emotions, Decision making, Effective communication, Self awareness and Problem solving skills, citing various day to

day incidents. He stated that it was the prime duty of every Head teacher / teacher to develop in children the essential life skills for effective and purposeful living.

He also dealt on another topic on Learning Disabilities in which he spoke on dyslexia, dyscalculia and dysgraphia . A video clipping on Empathy was shown to the participants. This concluded the day's activities.



Preparation of model lesson plan



Group discussion on Lesson Plan

DAY- 6: 27.05.2017

After a brief report reading, the day started with lecture on focusing the key Area on “Building and Leading Team” by the Resource Person.

Dr.G.V.Subitha took the participants to the open space to play a game by using a cycle tyre. They were made to form a wide circle and pass the tyre by holding the neighbours hands. This event helped concept of team spirit, working with speed and accuracy. The part game discussion was conducted by sharing views on the time factor. Initially the group had taken 6.30 minutes to complete the activity but, after a brief discussion among the participants, it was subsequently completed in 3.13 minutes. From this activity, the following points were discussed.



Activity on team building

- Goal setting as a leader.
- Responsibility of a leader and the group.
- Use expertise of staff.
- Develop a team spirit.
- Develop Inspiring leadership qualities.
- Delegation of task to subordinates.
- Encouragement & Support and
- Problem solving techniques.

In the second session the participants were divided into two groups under and were given an opportunity to conduct a mock staff meeting. The Head of schools were identified to conduct the staff meeting incorporating all the major problems of the school. Thiru

Rajendiran, Headmaster Gr.II, GGMS, Villianur and Tmt were the identified heads and they performed their role with utmost enthusiasm and planning. This was further analyzed by the other participants under these major topics.

- Type of leadership
- Appreciation of teachers
- School climate
- Responsibility / Accountability of teachers
- Decision making
- Agenda & Minutes of previous meeting
- Documentation
- Action plan and
- Vision & Mission of school

An inspiring short film was screened by Thiru Mr. Vijayaragavan, Head Master, GPS, Kottucherry, Karaikal on the theme “the life of farmers” and his speech created an inspiration among the participants.



Preparation of TLMs

At the end of the session, it was a moment of farewell to the Resource Person Dr.G.V.Subitha. The participants shared their feedback with her. This concluded the sixth day session. The Director of School Education participated in the feedback session and stated that the participants should strive to achieve the objectives of the workshop.

DAY- 7: 28.05.2017

The day started with a prayer and report reading of the previous days deliberations. Lecture was given by the Resource person Dr.N.Mythili on the key area “Leading Innovations”. The objective was “Facilitating transformation through Innovative actions”.



Deliberations on the key area ‘Leading Innovations’ by Dr. N. Mythili.

She said that innovations are need based. She explained that when the traditional method fails, we need to find an alternate method which is cost effective and context relevant and solves the problems and if the impact is long lasting then it is an innovation. She quoted some innovations like D. Udayakumar for Indian Rupee symbol, Thiyagarajan Ramasamy for tilt wet grinder, Captain Gopinath for Deccan Airline & Anand Kumar in Ramanujam School taught Maths for “Super 30” students every year.

A video of Dr. A.P.J Abdul Kalam was screened which focused on his saying that once your mind stretches to a new level, it never goes back to its original dimension.

The Afternoon session started with a group discussion followed by group activities. The groups were allotted with different topics.

- ❖ First Group - Creating Innovative budget for school.
- ❖ Second Group - School lead as an instructional leader to improve student learning.
- ❖ Third Group - Recognizing teachers for their contribution.
- ❖ Fourth Group - School near by a railway station.
- ❖ Fifth Group - Transforming a good school to innovative school
- ❖ Sixth Group - Me, the School head as an innovator.



Discussion on Innovative Ideas.

The group members shared their innovative ideas and discussed individually. Two participants from each group gave the presentation, which was followed by a group discussion. After the discussions the seventh day session came to an end.

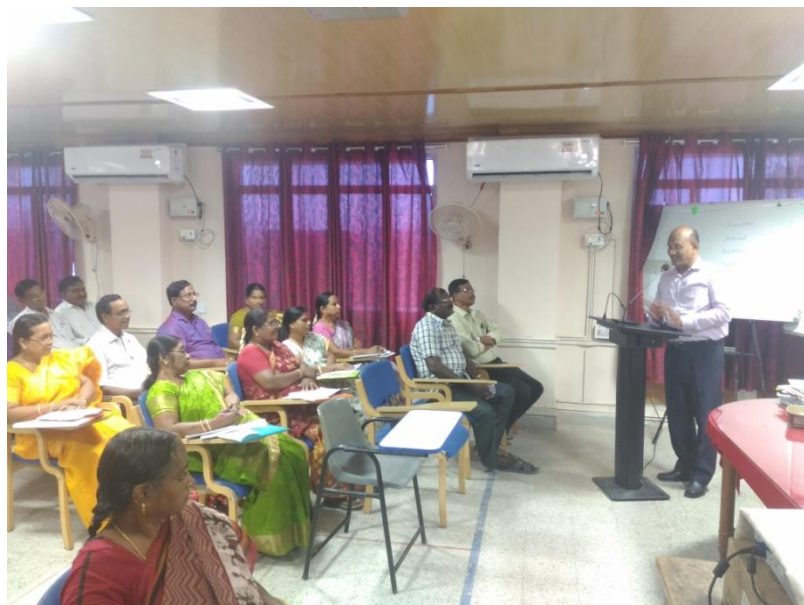
DAY-8: 29.05.2017

The days activities stated with an invocation and report reading of the previous day's activities. Then all the participants were divided into six groups and were given time to recapitulate on the six key areas. They were asked to present GroupWise of what was taught the previous seven days and the resources that were used to teach. Each group made a detailed presentation on the key area allotted to them. This was followed by a group discussion. This was followed by a video show on home school partnership and community school partnership. The participants from various schools and regions shared their success stories and implementation.



Group-wise presentation on key areas.

In the afternoon there was a session on 'School Development Plan and way forward' by Dr. J. Krishnaraju, the Joint Director of the Directorate of School Education. He gave an account of the various School Development Plans followed by a discussion on 'How to overcome the day to day problems encountered by the Heads of Schools.



The Joint Director's session on School Development Plan.



Mr. Ravishankar's talk on integrating theatre arts in education.

The group discussion was very effective and this was followed by a session on Integrating theatre arts in Education by a Resource Person Mr. Ravishankar, who gave a lucid account of the various talents that a teacher / Head teacher should develop and show case to the students.

DAY- 9: 30.05.2017

The programme started with a devotional song sung by Thiru Mr.S.Sankar, Headmaster Gr.II, GMS, Nallavadu and also the presentation of the previous day's report.

The programme co-ordinator Dr.R.Gopal presented a video which emphasized the time management. One needs to plan properly a prioritize, activities for daily work and planning for work. Another video was played on the theme on vision with action which always leads to success. Without vision the action will be like a time pass. The third video and lecture on Team Building. He explained how as team both rabbit and tortoise won the race.

The core of the theme was clearly explained to the participants. Then our Resource person Dr.N.Mythili taught the styles of leadership. It contains situational leadership, Individual & team work and the identifications of core competition.



Mock staff meeting

After the session the group participants are divided into six groups, each group was allotted a different key area and were asked to discuss with their group members. This was followed by team wise presentation.

The After noon session started with the topic “My leadership practices a school head”. Dr.N.Mythili explained about that how leadership plays an important role for school heads. Then she interacted with all participants and sought the feedback. The interaction was very effective and also useful to all heads of school. Thus the ninth day session came to an end and got concluded.

DAY-10: 31.05.2017

The concluding day's session began with the invocation and report reading. The presentation on monitoring schools by the inspecting officers. Deputy inspector of schools and DIET was prepared. The development plan included the key points from all the key areas which were chosen to monitor school teachers. The Resource person N.Mythili explained clearly on 10+2+2+2.



Recapitulation of six key areas by Dr. N. Mythili.

She taught the four grids of opportunity, time, need and objectives. In the afternoon session a few good practices of some schools were shared. Later the participants exposed their various talents like singing and speaking. The ten day program concluded with a valedictory function and distribution of certificates to the participants.

The Director of School Education Dr. L.Kumar graced the occasion by obtaining the feedback from the participants and spoke in the key skills to be developed by Heads of schools. He stated that, the Head teacher should know the dynamics of leadership and should strive how to transform the schools to improve not only the teaching-learning process, but also cultivate good and healthy habits in the children, enabling them to be good citizens.



Certificate distribution by Directorate of School Education.

SLDP AT A GLANCE:









