

# **PROFESSIONAL LEADERSHIP FOR SCHOOL BASED MANAGEMENT: INDIAN CONTEXT.**

## **Where Do We Stand?**

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# Setting the Stage

- Indian Education system is one of the largest systems in the world.
- It is currently in a period of renewed attention to Quality Education at all levels with major thrust on;
  - Universalization of Elementary Education
  - Vocationalization of Secondary Education
  - Rationalization of Higher Education

# Policy Analysis

- Building a cohesive society based on pillars of relevance, equity and excellence in education.
- Integrating Indigenous knowledge and its contribution to the world civilizations.
- Spirit of Vasudhaiva Kutumbakam
- Decentralization of Management
- Professionalisation
- Autonomy and Accountability
- Innovation and Change

# National Curriculum Framework (2000)

- Uniform Education Structure of 10+2+3 pattern with two years of Pre-school experience.
- Development of new generation instructional materials
- Professional Development of Teachers, Educational functionaries and the Community
- Strengthening Managerial and Technical Support Systems
- Development of effective monitoring mechanisms for quality control in Education

# Assumptions

- **However noble, sophisticated, or enlightened proposals for change and improvement might be, they come to nothing, if educational leaders don't adopt them and if the teachers don't translate them into effective classroom practices.**
- **Schools can no longer be conceived simply as knowledge distribution centres.**
- **There is simply not enough opportunity and not enough encouragement for schools to work together, learn from each other and to improve their expertise as a community.**

# Assumptions

- New Leadership is needed for schools to operate as learning communities.
- **Developing a sense of professional community requires revealing who we are as professionals-what we know, what we believe and what we value.**
- What is worth fighting for is not to allow our schools to be by default, but to make them positive by design.

# School Based Management Model

## School Based Management

Decentralisation    Autonomy    Collaboration    Planning & Evaluation

- \*Curriculum Management
- \*Financial Management
- \*Human Resource Management
- \*School Governance

\*Learning Culture    \*High Academic Performance    \*Healthy Relationships

# **Dominant Expectations at the School level**

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- **Collaborative Decision Making**
- **Community School Partnership**
- **Effective and efficient allocation of Resources**
- **Strong Instructional Leadership**
- **Organizational support for professional growth**
- **Long term academic improvement**
- **Effective Feedback system**

# Current Status in India

- **Initiatives in the area of Primary Education**

- **District Primary Education Programme.**

- Equity Focus

- Decentralisation

- Participatory Planning

- Technical Feasibility

- Managerial Feasibility

- Financial Feasibility

- ✍ **DPEP is a School Based Management Strategy for achieving Universalization of**

# What Research Say?

- **Positive correlation of school climate with teachers job satisfaction.**
- Forming of favorable school climate depends on Principals Personality and Professional competency.
- **Management Training is necessary for Principals to bring desirable changes in schools.**

## Research Studies also focus on

- ❑ Lack of knowledge on School Operations
- ❑ Lack of Professional Leadership
- ❑ Lack of Community Awareness
- ❑ Lack of Accountability

# Where do we Stand?

Trapped in a time warp and caught between paradigms

- Equity & Equality
- Quality & Quantity
  - Local & Global
- Traditional & Modern
- Autonomy & Accountability
- Isolation & Collaboration
  - Rigid & Flexible

# New Images of Professional Leadership for SBM

Shared Vision

Learning as a Value

Collegiality and Collaboration

Critical reflection and Collective Inquiry

Coherent and Shared commitment

Communication Networks

Innovation and Change

**“... leadership and management are two distinctive and complementary systems of action. Each has its own function and characteristic activities. Both are necessary for success ...”**

**“... strong leadership with weak management is no better, and is sometimes actually worse, than the reverse. The next challenge is to combine strong leadership and strong management and to use each to balance the other ...”**

Schools must stand as a beacon of hope, enlightening the lives of countless people in the community with the light of a message that is always one of new life, freedom, optimism and eternal promise

