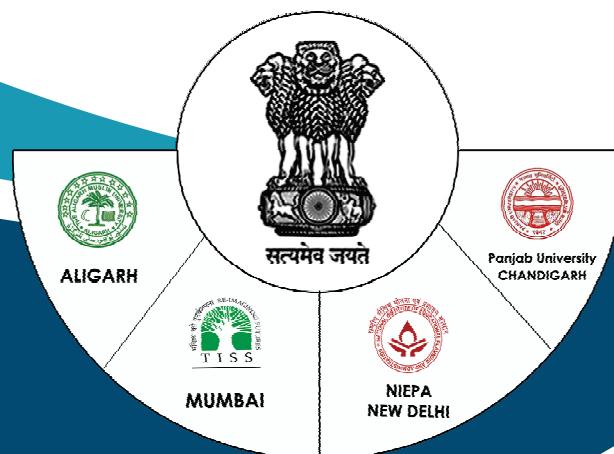


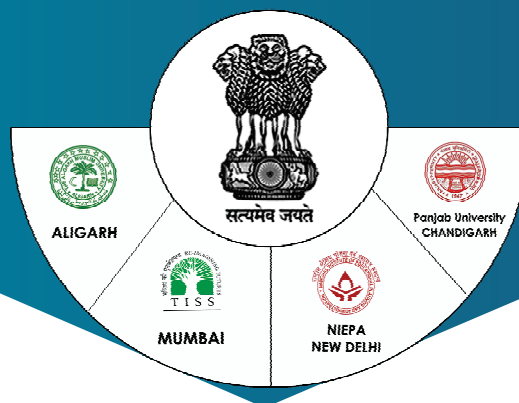
Towards Academic Excellence

Centre for Academic Leadership and Education Management (CALEM)



Under the Scheme of Pandit Madan Mohan Malaviya National
Mission on Teachers and Teaching (PMMMNTT)

Department of Higher Education
Ministry of Human Resource Development
Government of India 2019



Contact Details

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शैक्षिक नेतृत्व एवं शैक्षणिक प्रबन्धन केन्द्र
CENTRE FOR ACADEMIC LEADERSHIP AND EDUCATION MANAGEMENT (CALEM)
Under the PMMMNMTT Scheme, MHRD, Govt. of India
ALIGARH MUSLIM UNIVERSITY, ALIGARH

Executive Summary

A massive exercise of imparting physical as well as online training on various sub themes of Academic Leadership and educational management was taken up by the 4 centres across the country, under MHRD's CALEM (Centre for Academic Leadership and Education Management) Project as part of PMMMNMTT Scheme. The major deliverables of the scheme were:

- **Personal Development**
- **Handling Diversity**
- **Quality in Education**
- **Technology led operations in Education Management**
- **Campus Sustainability**
- **Gender Equality**
- **Financial Management**

In a span of four years, the outcome of the project is as follows:

- ❖ **Total 146 programmes were conducted. Maximum courses were conducted by AMU which is 124, followed by TISS that is, 17.**
- ❖ **8 courses in 28 States, 9 Union Territories were conducted by NIEPA's online training programme, in which 40400 School Heads registered as on 30th May 2019 and 2949 have completed the course.**

OUTCOME

Physical

Commensurate to this, total number of beneficiaries in the training mode of this project are:

- **6989 Higher Education Academic Leaders were trained by AMU, TISS and Panjab University.**

Online

- ❖ **2949 School Heads have completed the Online courses offered by NIEPA in 29 States, 4 Union Territories and 2 islands.**
- ❖ **Duration of course is 30 contact hours spread across 10 weeks or two and a half months.**
- ❖ **30 minute lecture hours**
- ❖ **MCQ test to evaluate the terminal behavior of the beneficiary.**

38
TLM
Developed

S.No	Name of the Institution	Year of Commencement	Number of Beneficiaries
1.	Aligarh Muslim University	2015	6303
2.	Tata Institute of Social Sciences	2015	430
3.	Panjab University	2018	256
Total Beneficiaries			6989



Centre for Academic Leadership and Education Management (CALEM)

Rationale and Significance

Higher education institutions are in general complex enterprises and in the case of India, it is even more challenging given its scale, size and complexities. The management of these higher education institutions requires deep understanding, knowledge, skills and experience in leading and managing institutions. To build capacities of existing higher education leaders and administrators and to draw fresh talent into the management of higher education systems, it is proposed to administer training programs for Higher Education (HE) leaders under PMMMNMTT.

To Achieve

Excellence in Higher Education leadership for the nation.

Objectives

To lead and support diverse workforce, promote teamwork and create positive working relationship throughout the institution

To improve staff performance and efficiency,

To improve work processes to enhance efficiency and effectiveness of the organization, use creativity and innovation to meet current and future leadership challenges.

Develop critical thinking, judgment and problem solving abilities.

OUTCOME

Improved HEI's

Individual level outcomes

- a. Improved governance
- b. Managerial and leadership capacities
- c. Improved inter- personal relationship
- d. Improved morale of staff

System level outcomes

- a. Creation of an expanded pool of capable and high thinking leaders
- b. More intense, focused and fruitful networking
- c. Mutual learning among HE leaders across institutions and states.

146

Programmes
Conducted

6989

Beneficiaries

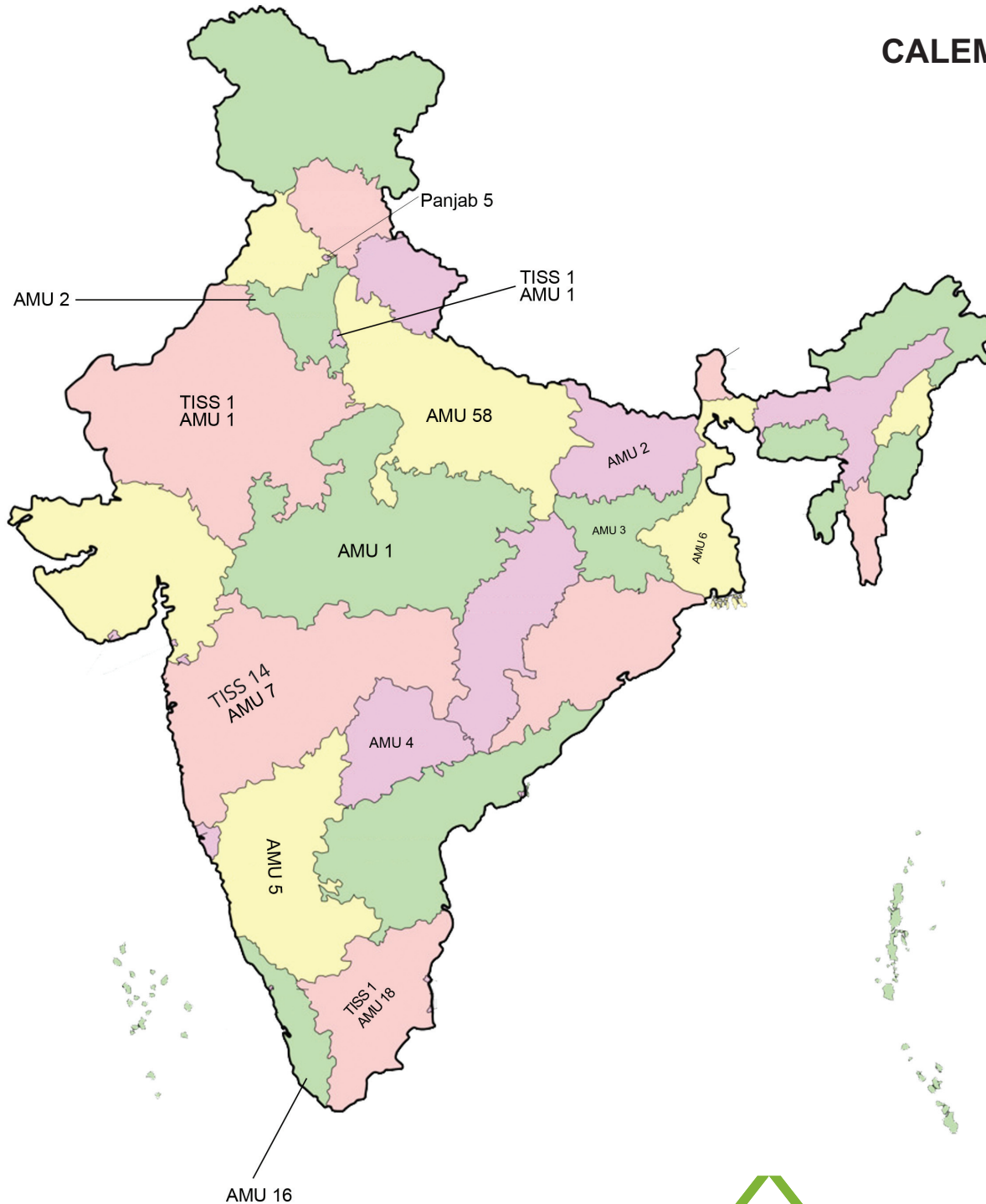
The Four CALEM in the country are:

- Aligarh Muslim University , Aligarh (Uttar Pradesh)
- National Institute of Educational Planning and Administration, New Delhi
- Tata Institute of Social Sciences, Mumbai (Maharashtra)
- Panjab University, Chandigarh

CALEM Events Held Across the Country by The 4 CALEM Centres

Centre	Events
AMU	124
TISS	17
Panjab University	5

**NIEPA has conducted one programme
with 8 courses online for school heads**



CALEM

Aligarh Muslim University, Aligarh

Towards Academic Leadership Excellence



Deliverables

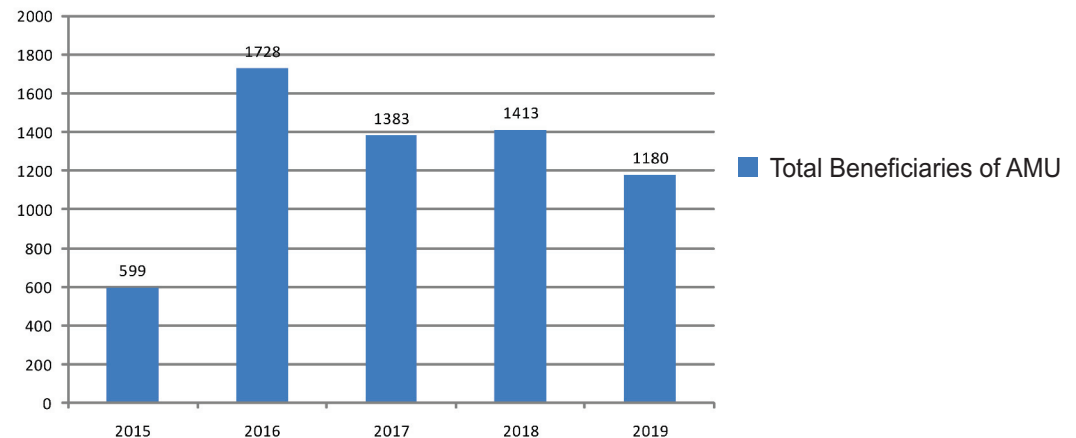
- ☞ A new CALEM building with proper training facilities is also constructed at AMU, fully funded by the PMMMNMTT Scheme of the HRD Ministry. The new building consists of:
 - Administrative Block
 - Smart Classrooms
 - Library
 - Computer Lab
 - Auditorium
 - Residential Hostel
- ☞ It is a Green Building with mechanisms for energy conservation and inclusion of green learning spaces such as Amphitheatre.
- ☞ Books and equipment on leveraging leadership in the academic staff of the HEIs are procured under the scheme to make it a state of the art training facility in andragogy.

Institutions

CALEM being unique in the sense that course delivery is made mostly at the doorstep of the host institution, received a warm response from participants and trainees.



Year wise Total Beneficiaries



Academic Leadership Themes, CALEM AMU, 2015-19

S.No	Title of the Course	Beneficiaries	Courses Conducted
1.	(Group-A) Academic Leadership	Vice Chancellors/Pro Vice Chancellors/Directors/Deans/Chairpersons and Heads of the Department	45
2.	(Group-B) Academic Leadership	Registrars/Finance Officers/Controller of Exams/Director of Board of University and College Development/State Govt. officials/ Members of Statutory Bodies	32
3.	Data Analysis/ SPSS & MINITAB	Faculty Members	07
4.	Computer Applications	Faculty Members	09
5.	How to Teach Effectively	Faculty Members	12
6.	Gender Equality	Faculty Members	03
7.	Personality Development	Faculty Members	01
8.	Induction Course	Newly Appointed Assistant Professors	09
9.	Short Course on IT Skills for Teaching and Learning	Faculty Members	02
10.	Short Term Course	Academic Administrators	01
11.	IT Data Analysis	Faculty Members	02
12.	Academic Leadership for Campus Sustainability	Faculty Members	01
Total			124

Name of Courses



6303 Beneficiaries
13 States
58 HEI'S
124 Events

Under CALEM, eminent resource persons travel to these locations and impart training in a blended manner including lectures, interactive sessions and group work. This interface between academic leaders from a diverse geographical and demographic spread is also being used to:

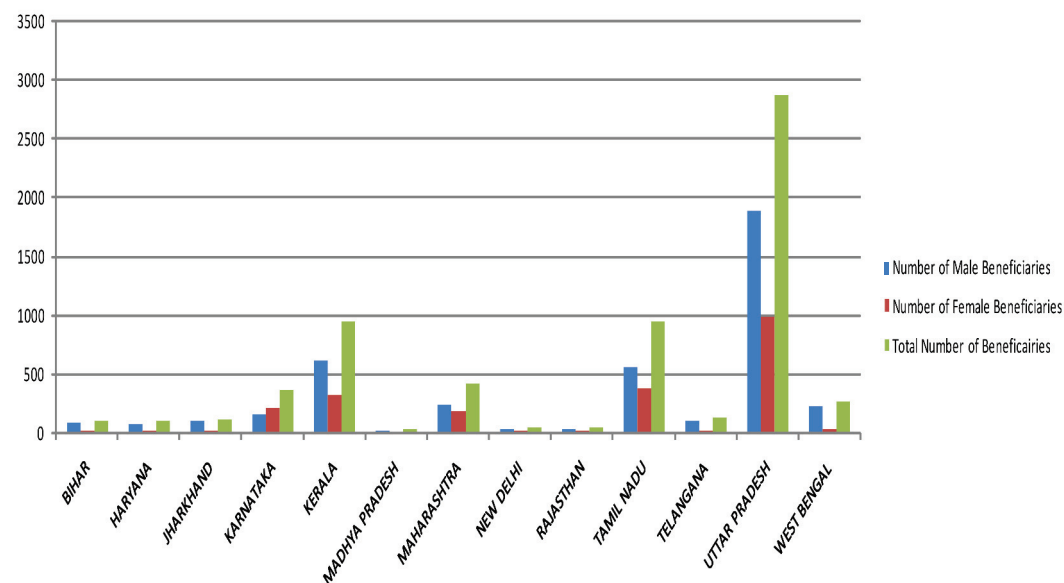
- Generate baseline information on HEI's and their governance.
- Constructs are segregated from group discussions as
- ✓ To what it takes to make a good academic institution
- ✓ How to become an effective teacher and how to lead an institution
- Enhance research, teaching, employability of students, infrastructure and institutional social responsibility.



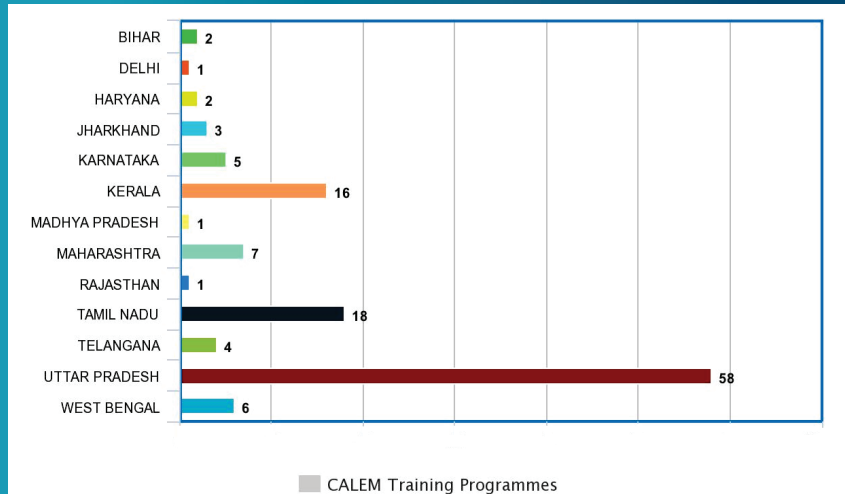
Output Record

S. No	Name of the State	Number of Male Beneficiaries	Number of Female Beneficiaries	Total number of Beneficiaries
1.	BIHAR	77	14	91
2.	HARYANA	67	25	92
3.	JHARKHAND	96	21	117
4.	KARNATAKA	147	210	357
5.	KERALA	605	330	935
6.	MADHYA PRADESH	15	6	21
7.	MAHARASHTRA	229	184	413
8.	NEW DELHI	32	13	45
9.	RAJASTHAN	25	17	42
10.	TAMIL NADU	560	383	943
11.	TELANGANA	100	25	125
12.	UTTAR PRADESH	1876	989	2865
13.	WEST BENGAL	224	33	257
TOTAL		4053	2250	6303

State-wise Gender Break up of Beneficiaries

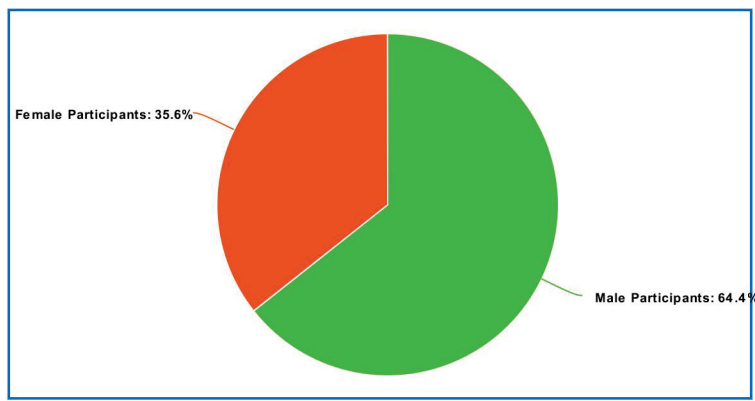


CALEM Programmes across the country

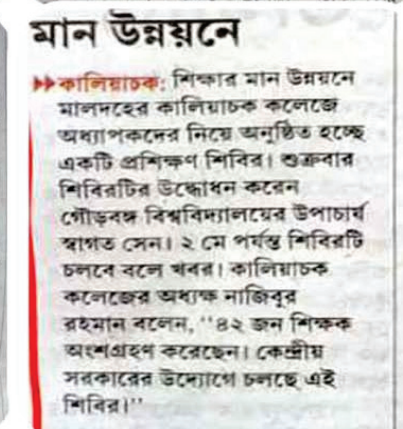


REPORTS/ FEEDBACK

Profile of Beneficiaries



Female Beneficiaries Male Beneficiaries



Centre for Academic Leadership and Education Management

Tata Institute of Social Sciences



Tata Institute of Social Sciences

Objectives of CALEM@TISS

- ✓ Cultivate governance and leadership abilities in higher and school education leaders
- ✓ Initiate and disseminate research to inform decisions and policies with regard to higher education institutions and schools, and planning and governance in the ecosystems of school and higher education
- ✓ Formulate research driven policy suggestions for strengthening higher and school education policy at the macro level and advancing quality in school and higher education institutions
- ✓ Conduct performance assessment and evaluation of higher and school education bodies and institutions.
- ✓ Promote data driven decision making, policy praxis, and performance management in the fields of higher and school education.
- ✓ Act as a platform for sharing ideas and suggestions on improving higher education and school education in India and promote networking and mutual learning among leaders and actors in the field of higher and school education.



HELA & SELA: Fostering Effective Leadership in School and Higher Education

To better understand the systemic challenges afflicting schools and higher education institutions and their leaders, and to administer training programmes curated for each of these two cohorts to address their leadership challenges, TISS has created two components under CALEM@TISS: (i) Higher Education Leadership Academy (HELA) (ii) School Education Leadership Academy (SELA)



Higher Education Leadership Academy (HELA)

Objectives

- To prepare outstanding higher education leaders and administrators possessing the capacity to effectively lead and manage institutions.
- To make significant contribution towards advancing access, equity, and quality in higher education through policy research and advocacy.



Deliverables

- Adapt leadership and management practices to a changing world of work.
- Identify positive and negative examples of leadership and management practices
- Address common leadership and management challenges.

- Cultivate critical leadership competencies and skills for effective organizational efficiency.



- Develop interpersonal competencies, improve organisational effectiveness and develop personal characteristics for leaders and administrators.
- Enable leaders to lead and support a diverse workforce, promote team work, create positive working relationship throughout the institution, improve staff performance and efficiency, improve work processes to enhance effectiveness of the organization.

430 Beneficiaries

17 Events

8 Programmes on HELA

3 Programmes on SELA



Tata Institute of Social Sciences

1. Building Blocks For Imparting Leadership Training To Higher And School Education Leaders

- Governance:** A critical examination of the principles and practices of both institutional and sectoral governance and other models of institutional governance.
- Strategy:** A look into the choices that an institution has made, plans it has for the future and thinking about the institutional strategy within a wider organisational context,
- Managing people in a learning organization:** Examining the distinctive characteristics of human resource management and organisational development in the institutional context.
- Managing teaching and research:** Understanding the core values and fundamentals of an institution and what makes these activities effective.
- Physical and financial resources:** How management of the university's physical and financial resources can be integrated with broader institutional objectives and outreach.
- Marketing:** How different activities of the university make up for the marketing function and how they can relate to institutions' academic work.

Table 1: No. of School and Higher Education Leadership Programmes Conducted under CALEM@TISS

Year	School leadership Needs Assessment	Total Participants of School Leadership Needs Assessment	HE Leadership Training (under HELA)	Participants HE Leadership Training (Under HELA)	School Leadership Training (under SELA)	Participants School Leadership Training (Under SELA)
2015-16	4	56	1	22	N.A	N.A
2016-17	2	38	1	68	N.A	N.A
2017-18	N.A	N.A	6	120	3	126
TOTAL	6	94	8	210	3	126

School Education Leadership Academy (SELA)

Objectives

- To develop competent leaders and administrators to effectively lead and manage schools
- To develop school leaders who can establish a child friendly school education system in India
- To make significant contribution towards advancing access, equity, and quality in school education through policy research and advocacy.

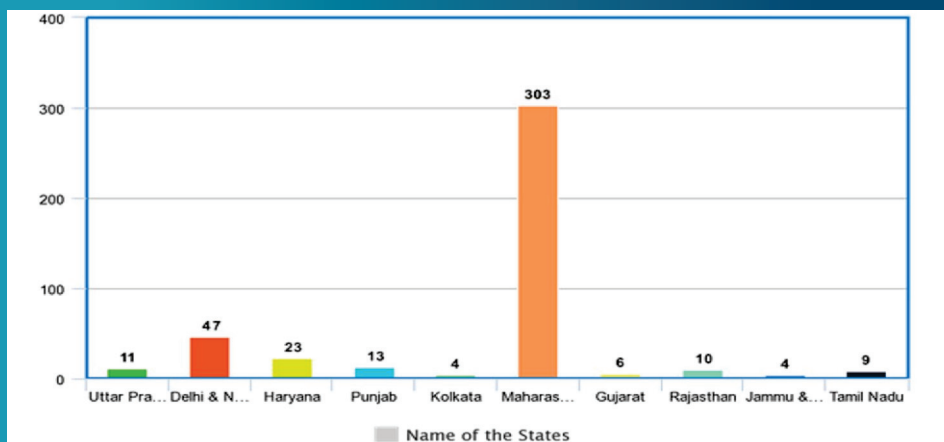
Deliverables

- Address common leadership and management challenges
- Develop critical leadership competencies and skills for effective organisational efficiency

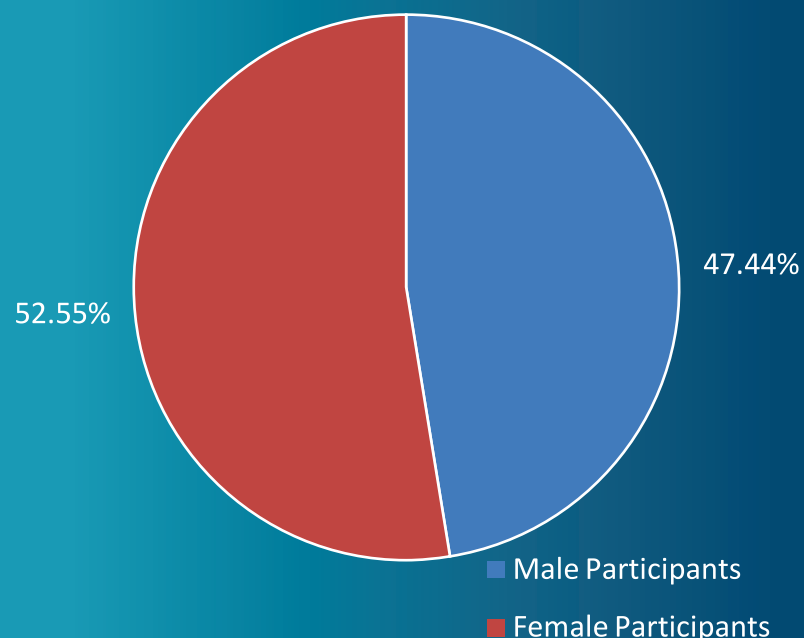
- To lead and support the diverse workforce, promote teamwork and create positive working relationships throughout the entire institution.
- Develop capacities to handle and transform curriculum and teaching learning processes for greater innovativeness, child friendliness, relevance, enjoyability and better learning outcomes.
- Develop capacities of leaders in municipal, rural and tribal schools to address the unique and critical challenges faced by them, related to student absenteeism and drop out, poor learning outcomes and teacher performance.



State-wise Participation (from 2015-2018)



Gender Distribution of Participants 2015-18



Themes To Conduct Training Programmes On:

- Basic leadership principles and strategies for improving institutional performance: strategic, transformational and other kinds of leadership
- Financial Management
- Managing, nurturing and motivating staff for quality improvement
- Effective communication strategies
- Institutional research, data based and rational decision making, institutional planning
- Government policies and programmes on school education
- Curriculum, teaching-learning processes and student assessment: Innovating for excellence and joyful learning
- Child rights and child development
- Building and managing partnerships and collaborations
- Personal and professional development: self and staff
- Inclusion and equity in school education, in the context of RTE
- Vocational education, employability and the NVEQF
- Coping with unique, fundamental challenges-- student drop out, student absenteeism, poor learning outcomes, and teacher performance



Tata Institute of Social Sciences



Foreign Collaboration with University of Pennsylvania: Forging Global Partnerships to Exchange Knowledge, Insights, and Expertise

The University Of Pennsylvania is one of the United States premier institutions. UPenn provides rigorous academic training and professional mentoring to help students become effective leaders. Academic life at Penn is unparalleled, UPenn encourages both intellectual and practical pursuits. An expert team from the university has been engaging with Tata Institute of Social Sciences in advising, curating, and implementing effective leadership development training modules for school and higher education leaders under CALEM.



Tata Institute of Social Sciences

Delivery Mechanism: A Blend of Theoretical, Practical, and Participatory Approaches to Imparting Training Modules

The leadership training sessions are imparted in small groups to encourage close interactions among the participants, promote mutual learning, and exchange of experiences and insights among them. The programme modules have a practical orientation and are delivered through an integrated teaching and learning method involving role play, case studies, action based group activities, studying of best practices, field visits, etc.

Capacity Building in CALEM@TISS

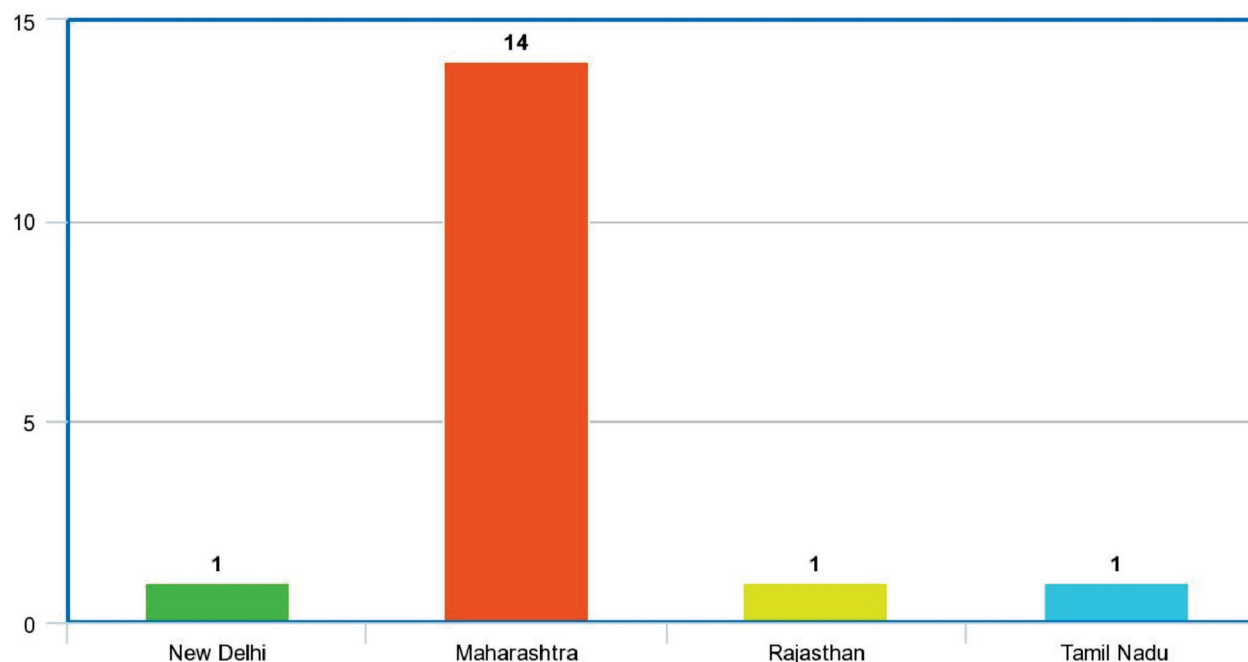
A total of 17 leadership development training programmes at the level of school and higher education have been conducted by CALEM@TISS so far comprising of 6 sessions on School Leadership Need Assessment, 8 programmes on higher education leadership training, and 3 on school leadership training catering to 430 participants in total. A year-wise break-up of the number of programmes is listed in Table 1.



Needs Assessment Exercise: Identifying Gaps and Challenges in School Leadership

- A series of needs assessment sessions were held by TISS under CALEM as part of its school education leadership programmes
- Objective to engage stakeholders of the school education system and institutions in the process of designing and consolidating a comprehensive content framework
- Inputs from these needs assessments have been used to refine and customise the content framework and delivery methods of CALEM.
- The need assessment by CALEM@TISS witnessed participation from key actors in the school education system such as school's academic and administrative leaders, educationists, NGO representatives, bureaucrats, etc.
- The participants being indispensable stakeholders to the school higher education system took the opportunity to bring to the table the challenges plaguing the capacities of the current leadership in schools.
- Similar need assessment sessions were also convened for higher education under the Higher Education Leadership Academy (HELA) across 8 cities in order to build a comprehensive content framework for administering training programmes for higher education leaders.

Table 1
State-Wise Distribution of Events (2015-18)



National Centre for School Leadership, New Delhi

(National Institute of Educational Planning and Administration, NIEPA)



The Online Programme on School Leadership and Management of the National Centre for School Leadership, NIEPA is covered under the CALEM component of Pandit Madan Mohan Malviya National Mission on Teachers and Teaching (PMMMNTT).

Online Programme on School Leadership and Management

Functioning

- The programme is open for Heads of Schools across the country, belonging to elementary, secondary, senior secondary or composite levels of education.



Fig 1: Website Page of Online Programme on School Leadership & Management

- Online Programme on School Leadership Development Programme is being initiated nationwide across all the levels of school education to build and enhance the capacity of school heads on a long term and continuous basis.
- National Centre for School Leadership has registered its presence through State Resource Group teams in respective States/UTs who have in turn build leadership capacities of school heads, it was felt that reaching out to each and every head of school is not feasible without the use of technology.
- This programme has been designed and made available to all school heads through the MOODLE platform in the form of Online Programme on School Leadership and Management (PSLM). The

The link of the website is <http://pslm.niepa.ac.in/>.

8
Online
Programme Courses

3 LEVELS
Basic
Intermediate
Advanced

Using **Moodle** Platform

A. Conceptualization of the Online Programme on School Leadership and Management

- The School Leadership Development Programme is based on the National Curriculum Framework for School Leadership Development conceptualized by the National Centre for School Leadership (2015).
- The total duration of the Programme is 30 contact hours spread across ten weeks or two and a half months.
- One has to spend three hours in a week to be able to complete the programme smoothly in 10 weeks.

- The details of courses spread across weeks are given in a tabular form in Figure 2. There are only 2 courses in which one has to devote two weeks or 6 hours each (Course No. 1 and 3), rest other courses have been designated one week.
- One has to attempt Multiple Choice Questions (MCQ) after the completion of each course
- The programme will be considered complete once you have completed all Multiple Choice Questions (MCQ) for each of the 8 courses.

The completion of the programme will yield a certificate from NCSL, NIEPA, which will be sent through the registered mail id.



Course No.	Name of the Courses	Contact Hours	Weeks Covered
1.	Perspective on School Leadership	3 hours	First Week
		3 hours	Second Week
2.	Developing Self	3 hours	Third Week
3.	Transforming Teaching-Learning Process	3 hours	Fourth Week
		3 hours	Fifth Week
4.	Building and Leading Teams	3 hours	Sixth Week
5.	Leading Innovations	3 hours	Seventh Week
6.	Leading Partnerships	3 hours	Eighth Week
7.	Leading School Administration	3 hours	Ninth Week
8.	Consolidation and School Development Plan	3 hours	Tenth Week
		30 hours	Ten Weeks or Two and a Half Months

Figure 2: Details of Courses



State Consultation cum Orientation programmes of Online Programme on School Leadership and Management in Gujarat (4th March, 2017)

The entire programme is staggered across three levels- Basic, Intermediate and Advanced. The present programme is at the Basic level. NCSL would soon make available Intermediate and Advanced online programmes on its portal. NCSL has conceptualized and designed the Online Programme on School Leadership and Management using Moodle platform. The course is designed along the four quadrants as per guidelines for developing e-content:

Quadrant-1: E-Content in the form of reading material or modules

Quadrant-2: Reference Reading Material consisting PowerPoint presentations, case studies, audios, videos, discussion forums, peer learning networks and links

connecting to other learning sites and resources.

Quadrant-3: Self Learning Material with practice exercise and activities

Quadrant-4: Assessment having Multiple Choice Questions, assignments, practice exercises and portfolio development. The grading system is based on MCQs, peer assignments and discussion forums.



B. Implementation of the Online Programme on School Leadership and Management

(i) Developing Resource Persons through One Day Consultation-cum-Orientation Workshops in 28 States

As the content of the Online Programme was being developed at the Centre, it also started holding consultation-cum-orientation workshops in states for orienting the resource persons to support the school heads in registering for the Programme. These resource persons were drawn from various

representatives of state, district and block level functionaries, including SCERT/SIEMAT faculty, DIET, DEO/DPO and BEO/BRCs. The workshops were held in 28 states between 2016 and 2019. The total number of resource persons oriented through these workshops was 2850.

(ii) Purchase of NIC Cloud Server for hosting the Online Programme

The National Centre for School Leadership began official communication with National Informatics Centre, Gol, between February 2017 and December 2018 for purchase of Cloud Server to host the Online Programme.

(iii) Launch of Online Programme on School Leadership and Management

NCSL launched the Online Programme on School Leadership and Management in English on 15th February, 2018, opening registrations for school heads across the country. Gradually, there was a great demand from Hindi speaking states to translate the programme in Hindi. The Centre held a translation workshop of Online Programme on School Leadership and Management in Hindi from 10th -14th July, 2018 in which language experts translated the content in Hindi with editing support of NCSL faculty and staff. The Online Programme in Hindi was launched on 10th September 2018.

(iv) Status of Registration of School Heads in the Online Programme

As on 30th May, 2019, 40,400 School Heads/Principals have registered to the Programme. There are a total of 2949 School Heads/Principals who have completed the Programme. In months to come, NCSL proposes to advertise the programme more widely and encourage states/UTs to register their school heads/UTs.

(v) Special Feature: Live Streaming Episodes in collaboration with CIET-NCERT

The website of the Online Programme also has an added feature from this year onwards. It has a section which displays links for Live Streaming episodes on School Leadership and Development by NCSL Faculty. These episodes are broadcasted on "Kishore Manch" DTH TV Channel#31 and on "NCERT Official" Youtube channel every Friday, 1645-1715 pm.

The Curriculum has seven key areas which have been converted into seven courses of the Programme. These courses cover all major roles and responsibilities of school heads. There is one additional Course that helps in consolidating the learnings of the entire Programme and prepare a school development plan. These courses are:

ONLINE PROGRAMME ON SCHOOL LEADERSHIP AND MANAGEMENT

Course 1	Perspective on School Leadership
Course 2	Developing Self
Course 3	Transforming Teaching Learning Process
Course 4	Building and Leading Teams
Course 5	Leading Innovations
Course 6	Leading Partnerships
Course 7	Leading School Administration
Course 8	Consolidation and Drawing a School Development Plan



28

States

9

UT's

2850

Resource
Persons

2949

Beneficiaries

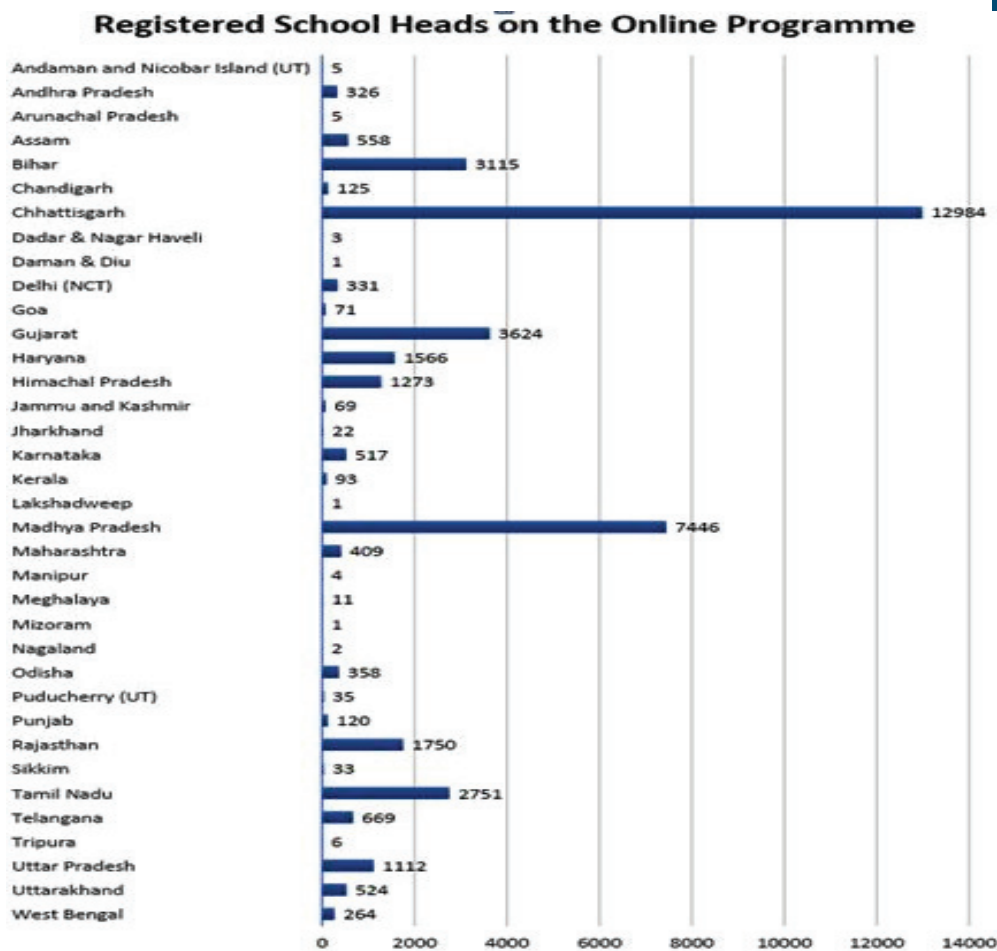


Fig 3: State Wise Status of Online Registration of School Heads

Feedback/Opinions

Feedback given by School Heads on School Leadership Programme (<http://pslm.niepa.ac.in/>)

There is a provision of feedback from the participants in the programme. Around 4000 School Heads across the country have given their valuable feedback on Online Programme on School Leadership and Management regarding the content, evaluation

process, assignments, learning resources etc. Some of these are shown here:

"I am very happy to tell my opinion for this course and site. In this course I understand basic and important knowledge for leadership in school. I think most schools in our area are facing the same problem ...This course is very helpful for us. Thanks to all."

Mr. Madan Lal Aditya, Janjgir- Champa, Chhattisgarh

"The courses (surely) are useful for a Leader & are successful in catering to most of the challenges faced by an administrator at school level today. But, if the parents (mostly illiterate) are called to school for intimating the progress/delinquency of their child/ward, they do not turn up. At the same time, the (class IV) staff posted at schools is always "short". A course that helps us fight such challenges should also be developed, mentioning to the administrator, under such circumstances."

Ms. Sunita Shokeen, New Delhi

"आपका कोर्स मुझे बहुत ही बढ़िया लगा। इसमें मुझे बहुत कुछ सीखने को मिला। मैंने सभी कोर्स ध्यानपूर्वक पढ़ा और समझा। जो जानकारी मेरे पास पूर्व में नहीं थी आज वह जानकारी आपके कोर्स से मुझे प्राप्त हो गयी। आपके द्वारा अपलोड किया गया आडियो और वीडियो में तो जान में जान है। SDP, PLC के बारे में भी आपने काफी अच्छी जानकारी दी है। धन्यवाद....."

Mr. Tuka Ram Agarwal, Chhattisgarh

"स्कूल लीडरशिप का यह आनलाईन कार्यक्रम मुझे बहुत अच्छा लगा एवं मुझे बहुत कुछ सीखने को भी मिला। सभी शिक्षकों को यह कोर्स करके अपने नेतृत्व क्षमता का विकास करना चाहिए तथा अपने पाठशाला व विद्यार्थियों के सर्वांगीण विकास का सफल प्रयास करना चाहिए।"

Mr. Srinivas Rao A, Chhattisgarh



Panjab University, Chandigarh

Centre for Leadership and Education Management

In XIth PAB, during the financial year 2018-19, the Department of Higher Education, Ministry of Human Resource Development sanctioned Centre for Academic Leadership and Education Management (CALEM) to the Department of Education, Panjab University, Chandigarh under the Scheme, Pandit Madan Mohan Malaviya National Mission on Teachers and Teaching (PMMMNTT), Ministry of Human Resource and Development, Govt of India.



Programmes organised by CALEM:

The Centre for Leadership & Education Management, Department of Education, Panjab University, Chandigarh under the aegis of PMMMNTT, MHRD, Govt. of India has organised two days programme (3); Seven Days Programme (3) till 31st May, 2019.



95
Resource
Persons

5
Events

256
Beneficiaries

FOREIGN EXCHANGE PROGRAMME

The Department of Education, the oldest in the region, started in 1963 has been recognized as Special Assistance program of UGC. Department ran an exchange program for five long years with Simon Fraser University, Canada from 2006 to 2010. Vision of the Department is to prepare teacher educators who have sound knowledge base, essential professional skills and human qualities, to break new grounds in educational research, nurture the existing potentials and encourage interdisciplinary and collaborative research and to groom prospective teachers to meet the challenges encountered by advancements in the use of ICTE in classroom instructions.



Programme-I

National Conference on “Rights of Persons with Disabilities Act-2016: Its Relevance and Main streaming” held on 21st to 22nd January, 2019

The Programme Coordinator was Prof. Raj Kumari Gupta, Department of Education, Panjab University, Chandigarh and the Programme Co-ordinator was Prof. B.S. Chavan, Director Principal, Govt. Medical College & Hospital, Chandigarh. The conference drew the resource persons from eminent institutions like National Institute for Empowerment of Persons with Multiple Disabilities (NIEPMD), Chennai; Govt. Rehabilitation Institute for Intellectual Disabilities (GRIID), Chandigarh; Action for Ability Development and Inclusion (AADI), New Delhi, State Legal Services Authority (SLSA), Chandigarh, GMCH Sec-32, Chandigarh and Panjab University.

The deliberations had been productive and helped focus on the pertinent issues. The participants for this conference were research scholars, teachers from regular and special schools and disability advocates from various parts of the country. In all 54 participants participated in the workshop and 11 resource persons dwelled on the various topics of the conference.

Programme-II

National Workshop on “RTI: Awareness, Issues and Challenges” held on 14th - 15th February 2019

The Programme Coordinator was Dr.Jyoti Rattan, Associate Professor, Department of Laws, Panjab University, Chandigarh and the Programme Director was Prof.Devinder Singh, Department of Laws, Panjab University, Chandigarh. The workshop included 41 participants (29 female and 12 male), 18 resource persons and participants dwelled upon the various topics of RTI like:

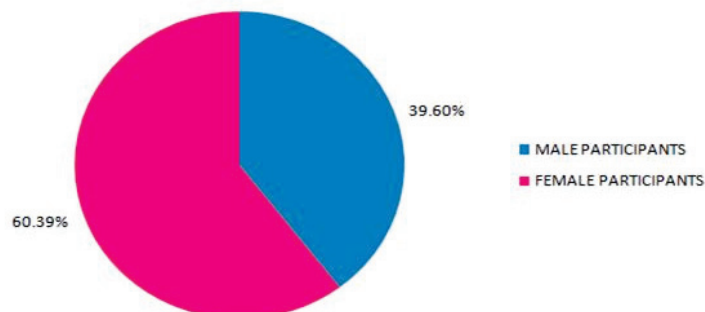
- RTI: International scenario
- Need and relevance of RTI
- Implementation of the RTI Act 2005: Issues and challenges
- Drafting of an RTI application: Users challenges in drafting RTI application
- Obligations of Public Authorities
- Drafting of the Reply of RTI application: PIO's responsibilities in replying RTI application
- Appellate Authorities under RTI, their powers and functions

Roadmap of the RTI Act: Overview of implementation and future

S.No	Topic of the Programme	Date	Venue
1.	Conference on “Rights of Persons with Disabilities Act -2016: Its Relevance and Mainstreaming”	21 st -22 nd January 2019 (2 Day Programme)	GMCH, Sector 32, Chandigarh
2.	National Workshop on “RTI: Awareness, Issues and Challenges”	14 th -15 th February 2019 (2 Day Programme)	ICSSR Complex, Panjab University, Chandigarh
3.	National Workshop on “Inclusion: Making It Happen”	11 th -17 th March 2019 (7 Day Programme)	ICSSR Complex, Panjab University, Chandigarh
4.	National Conference on “Sharing Best Practices Leadership, Ethics and Values”	9 th -10 th April 2019 (2 Day Programme)	ICSSR Complex, Panjab University, Chandigarh
5.	National Workshop on “Qualitative Research Methods in Social Sciences with focus theme Equity and Social Justice”	20 th -29 th May 2019 (7 Day Programme)	ICSSR Complex, Panjab University, Chandigarh



Gender - Wise Distribution Participants



Programme-III

National Workshop on "Inclusion: Making It Happen" held on March 11-17, 2019

The Programme Coordinator was Dr. Kuldeep Kaur, Department of Education, Panjab University, Chandigarh and Program Co-coordinator was Prof. Anuradha Sharma, Community Education and Disability studies, Panjab University, Chandigarh.

The workshop included 48 participants participated (25 male and 23 female) and 26 resource persons dwelled upon the various issues related to inclusion in 24 sessions.

Programme-IV

National Conference on "Sharing Best Practices Leadership, Ethics and Values"

The Programme Coordinator was Prof. Nandita Singh, Department of Education, Panjab University, Chandigarh. In the conference Educational Administrators and Managers were invited. In all 65 participants participated (18 male and 47 female) and 23 resource persons dwelled upon:

- ✓ Academic leadership, Ethics, Values and Sustainability
- ✓ Academic leadership models: preparing teachers for new roles
- ✓ Leadership practices based on ancient Indian wisdom
- ✓ Leadership practices: Implementing policies and plans
- ✓ Best practices of Leadership, Ethics and Values



Programme-V

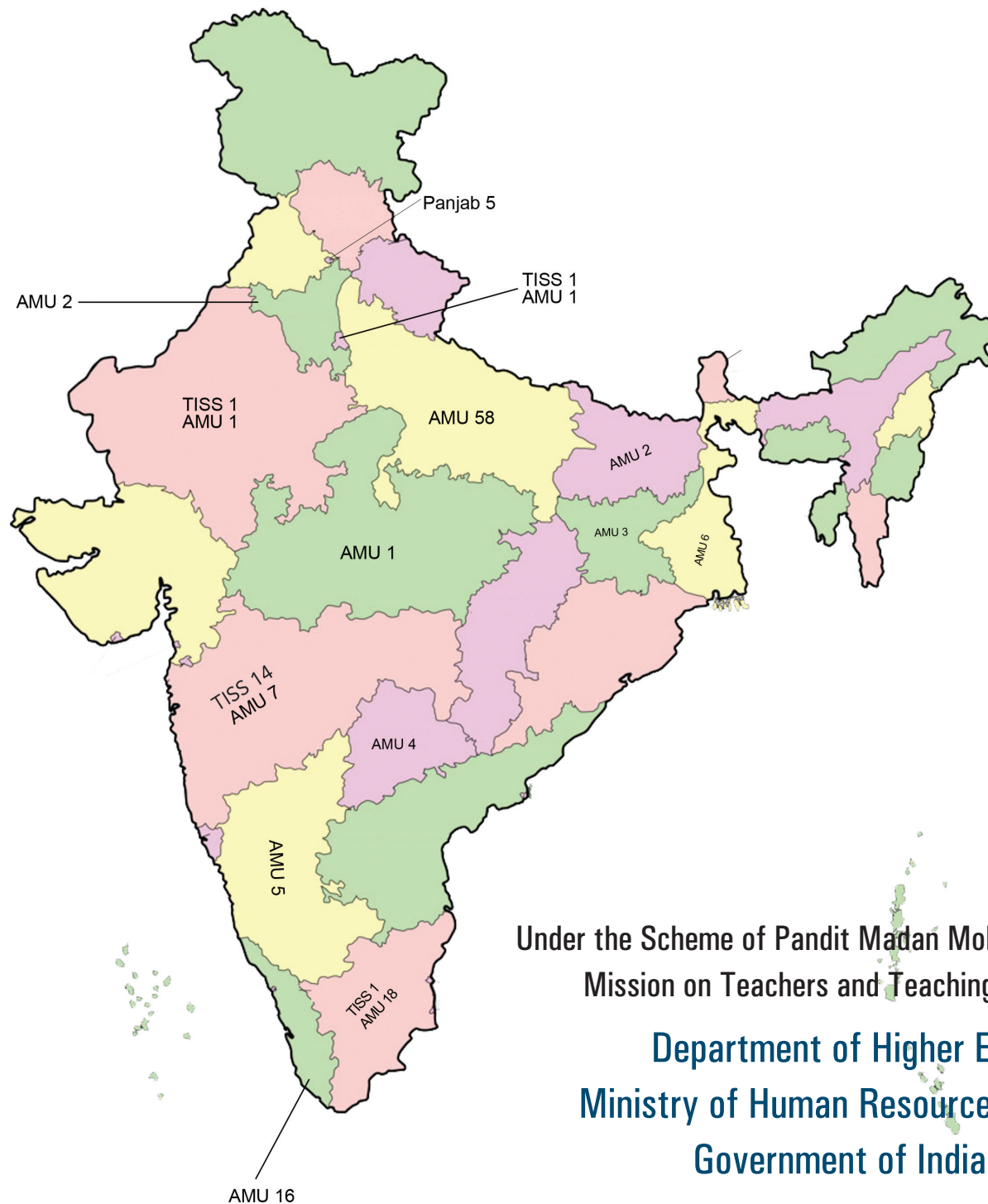
National Workshop on "Qualitative Research Methods in Social Sciences with focus theme Equity and Social Justice"

The Programme Coordinator was Prof. Satvinderpal Kaur, Department of Education, Panjab University, Chandigarh and Programme Co-Coordinator was Dr. Kuldeep Kaur, Department of Education, Panjab University, Chandigarh. In all 48 participants participated (25 male and 23 female) and 17 resource persons 17 resource persons from Jawaharlal Nehru University, New Delhi; University of Delhi, New Delhi; Centre for Research in Rural and Industrial Development, Chandigarh; Tata Institute of Social Sciences, Mumbai; Mahatma Gandhi Antarrashtriya Hindi Vishwavidyalaya, Wardha; MS University, Baroda and Central University of Punjab, Bathinda deliberated on the various issues in 20 sessions related to "Qualitative Research Methods in Social Sciences"

The deliberations and discussions of this work shop has helped the participants to understand the larger discourses on methodology of social sciences

It highlighted the need to excavate a paradigm that dents the hegemonic discourse which is shelved out of the indigenous literature.

The idea drawn out of different sessions from the resources persons with diverse specializations will go a long way to direct the social scientists to develop vibrant and robust ecosystem of social science research.



Under the Scheme of Pandit Madan Mohan Malaviya National
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Department of Higher Education
Ministry of Human Resource Development
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