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### **Abstract**

The school head and team communicated continuously with parents on implications of irregularity of students; talked to parents and students to have faith in school teachers and not divert their attention and money to coaching and tutorial classes; planned home assignments to engage students so that they are more connected academically with the school and peers. The Student council was assigned duty of developing rapport with target students (absenteeism) and their parents with the help of SMC. The school has been successful in resolving issues of domestic violence and child abuse affecting our students – continuous communication and trust building between teachers and students. Teachers experiment different strategies and approaches to clear concepts as well as keep students engaged, inquisitive and motivated. Classes taken by the school head are observed by teachers and vice versa for pedagogical and instructional sharing. The school was awarded ‘Excellence in Education Award 2016’ for overall achievement, institutional planning and resource harnessing and Swachh Vidyalaya Puraskar 2017-18.

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### **Socio-Cultural Context of the School**

Rajkiya Pratibha Vikas Vidyalaya Nand Nagri is one of the 22 RPVVs of the Directorate of Education, Govt. of NCT of Delhi. This school was incepted in the year 2004 in a resettlement cluster which has its problems of encroachment, congestion, insanitation and other socio-economic issues that pertain to families belonging to lower strata of society. The school is housed in a Semi Permanent 15 year old structure which has its own limitations and requires regular maintenance, repair and need based renovation. South East boundary of the school faces slum cluster which not only gives a congestion look but also creates security and sanitary complications for the school. The social and family atmosphere of the majority of the children is not conducive for healthy and peaceful learning. Many students get badly impacted with nagging socio- cultural atmosphere and consequently they develop apathy for learning and school. The schooling of these children requires special efforts on the part of school and society both. Poverty ridden parents want their children to assist them in domestic chores like cleaning, cooking, taking care of younger siblings and also supplementing family income by helping them in their works. Insanitary conditions, lack of awareness and health related issues pose hurdles for teaching learning atmosphere. Thus, the school and SMC take grooming task on priority. The school is focused and consistent in its observation, monitoring and intervention so that students do not get deviated from main stream education. Thus, apart from academic aspects, the school keeps a close look at students’ socio- economic development which plays an influential role in schooling of these children belonging to lower strata of society. Nevertheless, today, this school is a well-known landmark of holistic education, academic leadership and institutional management.

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School Entrance: Carrying Broader Message of Service

South East Boundary of the School has Resettlement Jhuggi Cluster

### Challenges Faced during the Process of Transformation

➤ **Poor Attendance and Absenteeism:** We noticed that the attendance had started falling in all classes and especially senior secondary classes. This started affecting students' performance as well as health and a majority of them developed behavioural problems too. Our routine instructions, counseling and intimation to parents was of not much avail and we had to conduct a detailed study. After analysing the study inputs we reached the conclusion that there were three major factors:

- Visiting out of station home towns with parents to attend ceremonies or rituals
- Making coaching or tutorial classes first choice over school
- Avoiding school to avoid class tests, home assignments and enjoying at home with mobile phones and television and long medical treatment. We had a couple of meeting sessions with teachers, SMC and social workers and devised comprehensive action plan for all except the last one. We reached to parents through all channels and organised orientation programme on 'Parents' Participation and Partnership'. The parents who hailed from different parts of Northern Indian states had genuine problems as they had neither any local arrangement nor they could leave their children alone.

They were taken into confidence, counseled rationally and made to accept the fact that longer interruption in child's study could be reduced drastically by advance planning, arrangements and making use of faster mode of travel. Many of the parents agreed to our proposals and attendance and performance of their wards improved encouragingly.

Coaching and Tutorial classes play key role in misinforming and diverting students from school. They not only prolong their courses but also undermine school teachers' capabilities, concept, clarity and knowledge of the subject. We talked to parents, students and teachers and discussed the dubious design of these commercial players and made the students believe that the school had no parallel or substitute. We also started smart planning in giving home assignment and made students take interest in doing things at their own pace and with peer/ pair help. For examination, we kept things stress free and convinced students for concept clarity, presentation, application and extrapolation. Inclusion is our motto and we do respect individual's strength as well as weaknesses and collaborate for achieving his/ her best. We do not let class tests and examinations dominate students' psyche and go for random and unannounced short class tests followed by discussion on students' performance and presentation.

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Humour is the spice of human relationship. We keep on organising different activities, sessions, talks and presentations to keep students in good humour and instantly appreciate and incentivize their achievements. We encourage students and parents to take part in social and community service for sustainable development in which everyone is contributor as well as beneficiary. We instilled a sense of belongingness, collaboration and partnership among our students, parents and community.

Students' Council was assigned duties of developing rapport with the targeted students and their parents whereas SMC was involved to meet parents and intervene in the matter of absenteeism. The school organised orientation programmes for community members and social workers and roped in them for better upkeep and maintenance of the neighbourhood for developing a congenial social environment.

With such and other bouquet of planned interventions, we have been able to contain absenteeism and poor attendance issue.

- **Behaviour, Attitude and Communication of Students:** By and large almost all students of our school belong to lower strata of the society and most of the parents work as daily wage earners, hawkers, house maids, casual labourers and local mart sellers. Their small one- two room houses are located in thickly populated resettlement clusters where social atmosphere is charged with family unrests, abusive exchange of language, petty crimes, domestic violence, property disputed, illegal encroachments etc. Children often learn from their immediate atmosphere and this gets reflected in school also. Some students, teachers and parents reported about rude behaviour and filthy language of some students.

Without any wait and watch, we took the issue at initial stage and began with morning assembly where short talks on human values, good practices and mannerism were given at regular intervals. All the teachers start their lesson with some or other moral thought, quote or saying with concise explanation if required. These initiatives brought positive changes in behaviour and language of the students. Some counseling sessions and orientation programmes were organised for students and parents in whom stress was laid on accepted communication and good behaviour. The result was very encouraging and students became so sensitive and vigilant that they started taking note of all misuse of language and behaviour. We also talked to those parents who had family unrest and other problems at home. A majority of parents responded positively.

In some complex cases the school roped in SMC members, Special Education Teacher and school counselor to visit children's homes for onsite observation and remedial counseling. On every PTM, an orientation session on 'Effective Parenting' was organised for parents who were acquainted with the strategic behavioural tips for improving overall performance and behaviour of the children.

All these measures and interventions brought expected changes and now these issues are settled to a large extent and that has been reflected in the all round performance of the children. This became possible with the joint collaboration and intervention of students, teachers, parents, social workers and volunteers.



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Meeting with Parents for Discussion on Absenteeism and Behavioural Issues Meeting



with Local Community for their Participation, Ownership and Service



Students Council that Plays Important Role in Effective Functioning of the School



Students' Voice Council: All Issues Reported are Resolved with Consensus of Members



No Seat Vacant: 100% Attendance with Added Attention of the Teacher

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### **Visible Results of Transformation:**

We feel very contented when, our intervention in school brought cheers on faces of children, parents and staff. We have been successful in resolving issues of domestic violence and child abuse affecting our students. Our communication chemistry with students is so strong that our students report us of anything distracting and disturbing going on in school, homes and neighbourhood and anywhere else. In other sense we may say that our schooling is all inclusive and our students need not seek help of government and other agencies. We have had many instances in which leadership intervention brought perceptible changes in the behavior, performance and perspective of the students. Attendance of students improved and this improved the academic performance of the school collectively. On behaviour front, our students have become more sensitive and responsible towards school, home and community. Besides self development they, are taking keen interest in community service like cleanliness, health and education awareness.

Some of our students are devoting their quality hours in teaching neighborhood children belonging to economically weaker families. Our students also attended Kailash Satyarthi's talk show on NDTV and interacted with him on the key issue of child labour. We have received a basketful of prizes in various sports and co-curricular activities.

Our teachers experimented different strategies and approaches which not only catered to clearing concepts and fundamentals but also kept students engaged, inquisitive and motivated. Sparing time from my administrative and financial duties, I do take classes and ask my teachers to attend and observe the same at their convenience for pedagogical and instructional sharing and review if required. The core of the in-house orientation is that the content be delivered in such a way that the teacher and students both enjoy and the conceptual and contextual clarity develop smoothly. We noticed a sea change in classroom transaction and besides active engagement, there are assuring smiles on faces of students and teachers both. We manage to keep our students stresses free which make them participate in extracurricular activities and it on other hand propels their academic performance.

RPVV Nand Nagri became number one Government School of Delhi in 2015 with 422 Quality Index i.e. 86% average score in class XII along with state topper in Commerce stream.

The school was awarded 'Excellence in Education Award 2016' for overall achievement, institutional planning and resource harnessing. We never stress students for high scores in examination and also encourage them for participation in various sports and co-curricular activities. The school has Students' Council, Pupil's Voice Council and 10 functional Clubs which channelize students' potential and make them more rejuvenated, resilient and responsible.

Keeping our achievements and potential in view, we have been awarded Consumer Club by the Ministry of Food Supply and Consumer Affairs, Govt. of India, Astronomy Club by SSA under the Ministry of HRD Govt. of India and Atal Tinkering Lab by Atal Innovation Mission, Govt. of India.

During last session, the school bagged 57 Zonal, 24 District, 19 State and 07 National positions in sports and co-curricular activities. The ongoing session is midway and we already have 50 positions at different levels in different disciplines. This year we have been conferred on with National Swachh Vidyalaya Purashkar for outstanding contribution in health awareness, safe drinking water and overall sanitation in

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the school campus. Under field visit programme, a group of IAS Probationers visited our school and interacted with students, teachers and the head of the school. The group visited our laboratories, libraries, playfield and office and got acquainted with good practices, strategies and methodologies followed in the school. The group appreciated the school for its innovative leadership and effective management.

Recently we organized an Orientation Programme for the local people who comprised vendors, hawkers, shop keepers, residents, social workers and SMC members. The theme of the programme was 'Community Participation for Ownership, Service and Education'. The programme focused on how the local community could contribute to key social issues like health, education, cleanliness and general awareness.

The impact of the orientation is visible as these people have started working on greening and de-cluttering drive in the locality.

We are committed to provide complete and wholesome education to our students so that they become responsible citizens of the country and serve the nation with pride. With this broader vision in view, we perceive, plan and practice with encouragement from the higher authorities. We are on the way to make education a non-stop vehicle of collaboration, creativity and communication at RPVV Nand Nagri Delhi-110093.



Special Time and Efforts for the Student who have Challenges at Home

Cultural Secretary of the School Contributing to Education of Community Children



The School Organised Assessment and Distribution Camps for CWSN of North East Delhi



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Co-Curricular Activities: Fancy Dress Competition- Dreams Knit for Future Profession



School was conferred on with National Swachh Vidyalaya Purashkar 2017-18



Tea Time Talk: Sharing of Good Practices and Strategies for Better Outcome



IAS Probationers' Visit to the School: Presentation on Institutional Management



School was conferred on with State Swachh Vidyalaya Purashkar 2017-18



Presentation on School's Profile at Business Judge School Cambridge, UK

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### Further Areas for Change/ Transformation

**Health of Students:** Health of students is a major concern for us as many of our students are suffering from some or other type of health issues. Some have major problems and require regular medication and monitoring. Such students do not attend school regularly and either their performance falls steeply or they fail to appear in the examination. We requested our nearest medical facility, GTB Hospital, Dilshad Garden and a group of student doctors and research scholars visited the school to conduct general check-up of our students. On examining the report of the examined students, it was revealed that a majority of our students had some or other problem or deficiency. We approached the parents and advised them to take the help of Govt. hospitals or dispensaries for timely check-up and treatment accordingly. Most of our parents are underprivileged daily wage earners and do not pay much heed to health aspects of their children. Consequently, sometimes the problems get deteriorated in school itself and school has no option but to approach the local hospital and information to the parent. Many of our talented students suffer great loss due to this and school's overall achievements get affected. We want to address this issue and take the health of our students on priority with the cooperation of parents and government medical facilities in the area. We have planned to move ahead on four pronged strategy:

1. Spreading awareness among students and parents through various activities in the school
2. Taking help of some reputed NGOs having wide experience in school health programme
3. Monitoring and maintaining general health details under health education programme for ready reference and follow-up and
4. Seeking intervention of district health officer in covering our students under school health programme.



Orientation of Parents on MMR  
Immunization Programme



Our Next Goal: Good Health for All



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### **Sustainable Development Programme in School**

We are located in a locality which needs intervention in sanitation, cleanliness, food and health for all, education and environmental consciousness. Being a reputed educational institution of the locality, we want to bring a perspective change in the thinking, attitude and behaviour of the local residents who are not aware enough to understand common linkage between all such social issues. Under United Nation's Sustainable Development Goal, we have planned to involve our students, parents and staff to collaborate with the community for achieving set goals for the common benefit of all. We have already begun with sanitizing the surrounding and are going to lead campaign for anti tobacco, education for all, green drive and de cluttering drive. We are looking forward to social workers, NGOs and other government machineries to collaborate with us for meeting these goals.



We Target Sustainable Development in Fields of Education, Health, Sanitation and Service



Strengthening Safety of Girls



We want to contribute to the Cause of Safe Environment and Ecological Balance



General Health Check-up, Precautions and Timely Medication for Robust Health



Our Target Next: Balanced and Nutritional Diet for Good Health



Strengthening Educational Facilities and Opportunities for Children with Special Needs

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### School Leader and Transformation

A leader needs to inspire and fire the imagination of his team with will power, perseverance and continuous efforts. As a school head, I am under evolution and long way to go to achieve organisational excellence. With exposure to intricacies of administration, I have learnt adaptability and ability to deal with change with positivity and acceptance. I try to listen and understand things before responding or taking decisions. I try to lead my team, take care of them and delegate responsibility as per the need and suitability. I identify key challenges, make blueprints and execute with passion. I use praise as drive to motivate and stimulate my team members and give them sufficient autonomy, ownership and responsibility. I have shifted from leadership communication to leadership conversation which makes organisational structure flatter and easy going. During last three years we achieved success in many fields and this became possible because we worked as a team with one goal in mind. The goal is consistent efforts for excellence. I do share my skills and strategies with other school heads and learn many things from them. Thus, I am still growing and learning as a leader but have been leading with good intent, strong self belief and positive outlook.



School was Awarded Excellence in Education Award 2016



School was Awarded Consumer Club by Hon'ble Minister Food Supply and Consumer Affairs



School Students Won Positions at National Level Competition Organised by IHRO



School Students at Kailash Satyarthi's Talk Show on NDTV



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School Organised Academic Council Meeting of RPVVs



School Represented Delhi at India International Children Film Festival



Capacity Building of the Heads of Schools of the Cluster through CLDP



School Student Being Felicitated for Her Essay on Need of Disaster Management



Strong Girls, Stronger Nation: Security of Girls on Top Priority